



# County of Goochland FY2022 ADOPTED BUDGET



**Adopted version**  
Last updated 07/20/21



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# INTRODUCTION

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## GOOCHLAND COUNTY, VIRGINIA



### History

Goochland County was originally formed in March 1727, when the General Assembly of Virginia passed the act calling for the division of the Henrico Shire, an original shire of the Virginia Colony. Officially established in 1728, the County was named after Sir William Gooch, Royal Lieutenant Governor of Virginia from 1727 to 1749. Goochland covered a vast amount of land on both sides of the James River, extending from Tuckahoe Creek in the east to beyond the Blue Ridge Mountains. Goochland County was originally formed in March 1727, when the General Assembly of Virginia passed the act calling for the division of the Henrico Shire, an original shire of the Virginia Colony. Officially established in 1728, the County was named after Sir William Gooch, Royal Lieutenant Governor of Virginia from 1727 to 1749. Goochland covered a vast amount of land on both sides of the James River, extending from Tuckahoe Creek in the east to beyond the Blue Ridge Mountains.

At the time of its founding in 1727/1728, Goochland was a frontier area and offered a natural setting for large plantations and country estates. Tuckahoe Plantation, the boyhood home of Thomas Jefferson, is the oldest recorded River Plantation in the County. The rich fertile land, with timber and mineral deposits, brought more settlers to the area and families from the lower James River region soon populated it. Coal was mined in the eastern section at the Dover, Manakin & Tuckahoe coalfields while gold was mined in the western section.

With the James River running through the midsection of the new county and an abundance of creeks, mills were built to grind grain or produce oils. The original tobacco crop was replaced by wheat, which was easily transported to the larger mills in Richmond for markets in the Atlantic region of America. By 1840, the Kanawha Canal created by George Washington was operating in the County, running 40 miles along the James River. Remaining relics include three aqueducts, a lock keeper's house, and the only double tunnel culvert on the system.

The railroad completed in 1880, served as a vital communication link in Goochland for many years. By 1916 each of the designated train stations was also a telegraph station along with the post office. Later in the century, the creation of Interstate 64 became a new link to facilitate commerce

## Form of Government

The County of Goochland, Virginia (the County) is organized under the County Administrator Form of Government (as defined under Virginia Law). Under this form of government, the Board of Supervisors appoints a County Administrator to serve as the Chief Administrative Officer of the County. The Administrator serves at the pleasure of the Board of Supervisors, implements its policies, appoints department heads, and directs business and administrative procedures.

The Board of Supervisors is a five-member body, elected by the voters of the Electoral Districts in which they live. The Chairman of the Board is elected annually by its members. Each member serves a four-year term. This body enacts ordinances, appropriates funds, sets tax rates, and establishes policies for the administration of the County's public service.

## Location

Goochland County is a predominately rural county located in the Piedmont Plateau region in central Virginia. Goochland is approximately 13 miles west of Richmond, the capital of Virginia; the county is 25 miles southeast of Charlottesville, Virginia. The county is 289 square miles in area.

The James River flows the entire length of the county and forms its southern boundary. The Counties of Powhatan, Cumberland, and Chesterfield are located to the south of Goochland. Tuckahoe Creek generally defines the eastern boundary with Henrico County. Goochland abuts Louisa County and Hanover County to the north, and Fluvanna County to the west.

Interstate 64 runs along the northern edge of the county, making it easy for residents and visitors to get to the City of Richmond as well as the City of Charlottesville.

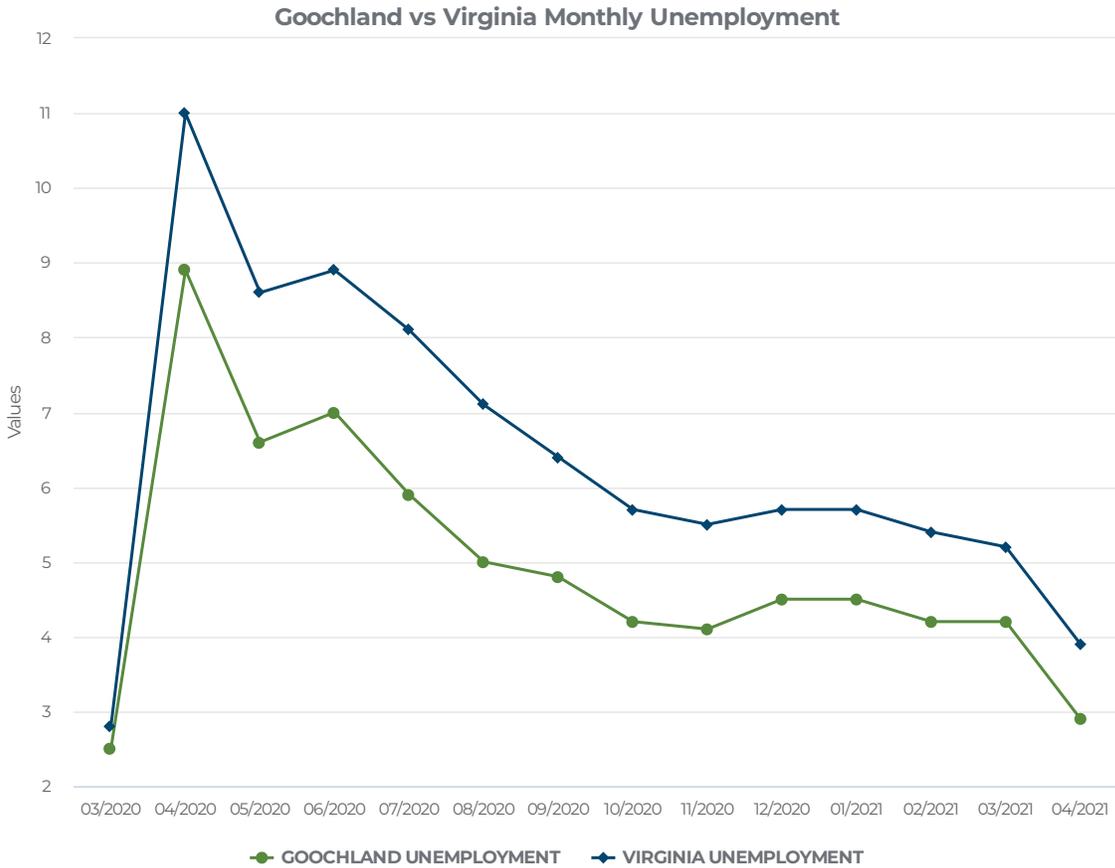
State Route 288, the Richmond area's western bypass is a four lane limited access road (interstate quality) running through the County. Along with Interstate 64, these are the "economic development highways" for the County.



## Labor Force and Unemployment

The civilian labor force is well educated. Goochland County ranks high among its regional neighbors with 89.3% of the adult population (18 and older) holding at least a high school diploma. Of those high school graduates, 39.9% hold at least a bachelor's degree.

Goochland County has one of the lowest unemployment rates in the metropolitan area, and it consistently trails the regional, statewide, and national rates. The unemployment rate of 2.9% (April 2021) in Goochland County compares favorably with both the State at 3.9% and the Richmond Metropolitan Statistical Area (RMSA) rate of 4.4% (Virginia Employment Commission).



## STATISTICAL INFORMATION

### Population, Per Capita Income, and Unemployment Rates

Fiscal Year	Population	Per Capita Income	Unemployment Rate
2011	21,374	76,503	6.6%
2012	21,273	81,996	5.8%
2013	21,565	78,500	5.5%
2014	21,849	82,104	4.9%
2015	22,165	89,158	4.3%
2016	22,485	90,133	3.9%
2017	22,703	96,584	3.6%
2018	23,219	100,545	3.3%
2019	23,753	105,646	2.9%
2020	22,758	111,006	7.0%

*Source: Goochland County, Comprehensive Annual Financial Report (CAFR) – June 30, 2020, Table 11*

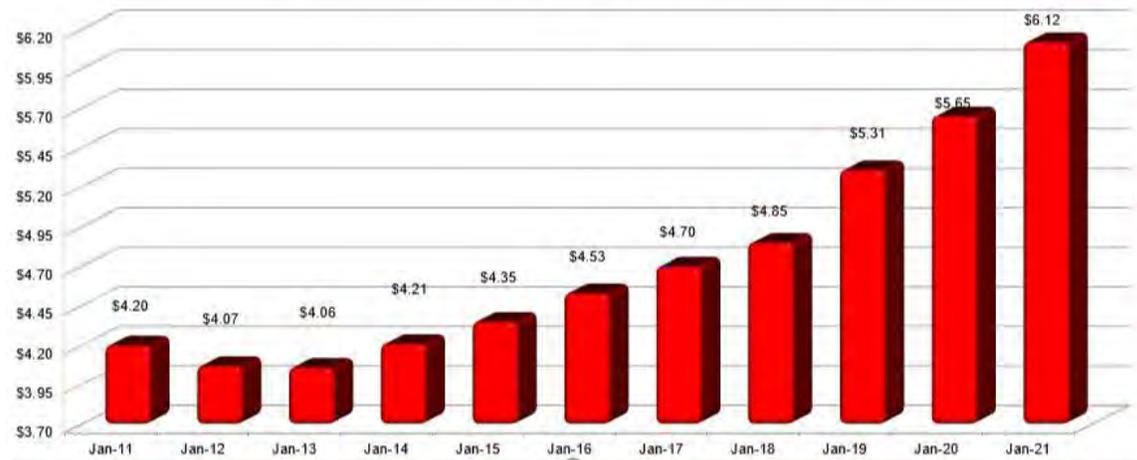
### Population Change

Year	Goochland County	% Chg	Virginia	% Chg
2000	16,863		7,079,030	
2010	21,717	28.8%	8,001,024	13.0%
2020	22,758	4.8%	8,744,273	9.3%
2030	26,180	15.1%	9,546,958	9.2%
2040	29,174	11.4%	10,201,530	6.9%

*Source: US Census Bureau, Weldon Cooper Center for Public Service*

### Real Estate

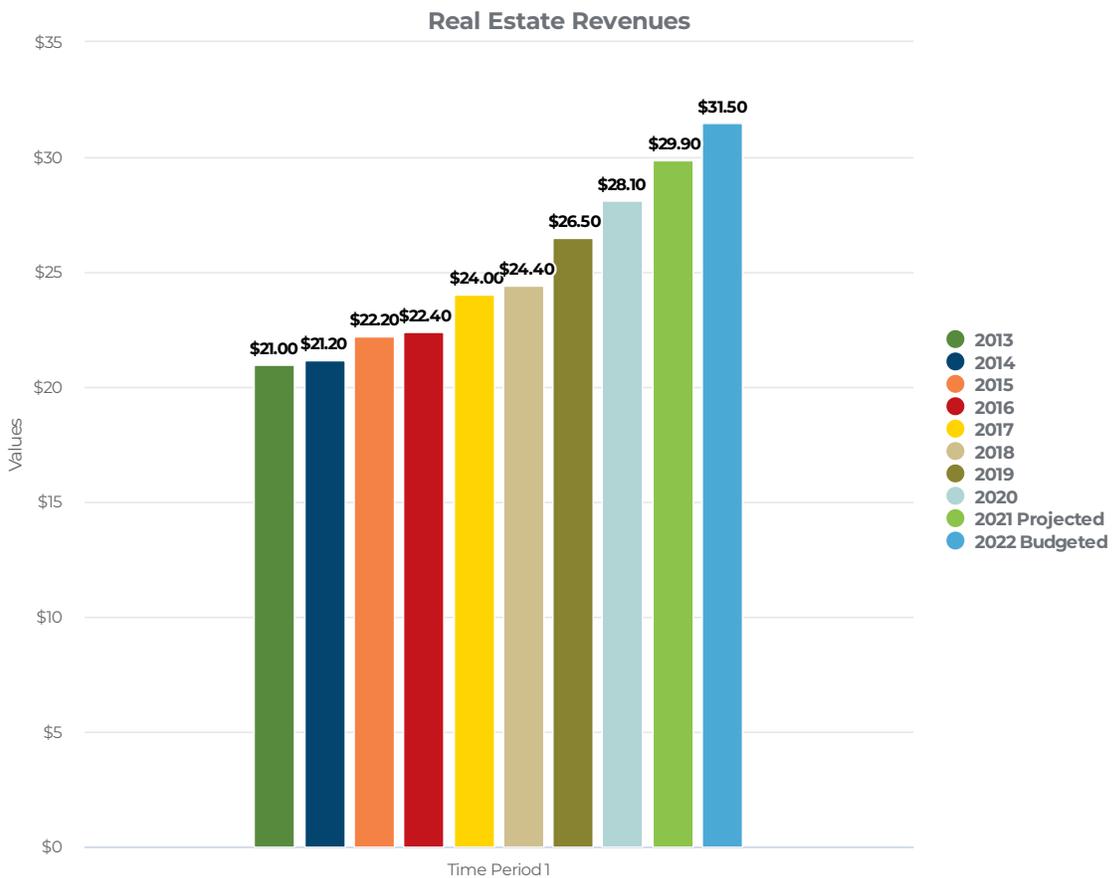
**Goochland Total Taxable Assessed Value of Real Estate  
(billions)**



*Taxable Assessed Value & Land Use Percentages*

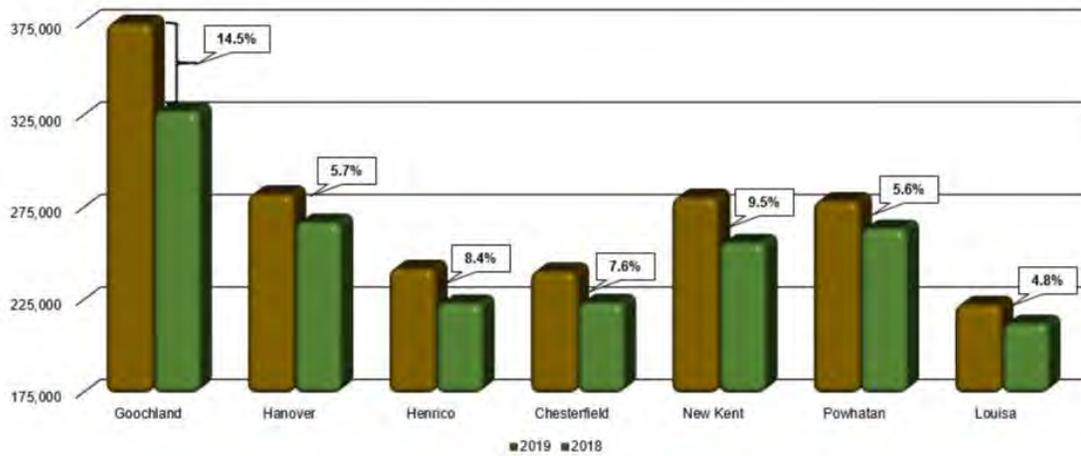
Year	Total Taxable Assessed Value (billions)	Assessed Value in Land Use (millions)	Percentage of Total Assessed Value
January 2011	\$4.20	\$659	15.7%
January 2012	\$4.07	\$615	15.1%
January 2013	\$4.06	\$557	13.7%
January 2014	\$4.21	\$552	13.1%
January 2015	\$4.35	\$536	12.3%
January 2016	\$4.53	\$569	12.6%
January 2017	\$4.70	\$572	12.2%
January 2018	\$4.85	\$580	12.0%
January 2019	\$5.31	\$584	11.0%
January 2020	\$5.65	\$613	10.9%
January 2021	\$6.12	\$662	10.8%

*Real Estate Revenue*



Real Estate Comparison

Surrounding Counties Real Estate Value Comparison  
US Census Bureau Increase 2019 over 2018



Housing Data

From the US Census Bureau	Goochland	New Kent	Hanover
Housing units, July 1, 2019, (V2019)	9,613	8,956	42,264
Owner-occupied housing unit rate, 2015-2019	84.9%	86.5%	82.5%
Median value of owner-occupied housing units, 2015-2019	\$ 375,200	\$ 281,100	\$ 282,900
Median selected monthly owner costs -with a mortgage, 2015-2019	1,839	1,622	1,735
Median selected monthly owner costs -without a mortgage, 2015-2019	522	515	479
Median gross rent, 2015-2019	\$ 1,208	\$ 1,010	\$ 1,159

Top Taxpayers (FY2020 CAFR Table 7)

Taxpayer	Tax Year 2019 Assessed Valuation	% of Total Assessed Valuation
Capital One Bank	197,345,300	3.69%
Dominion Virginia Power	74,986,332	1.40%
West Creek/WC/GC Land	69,745,900	1.31%
Car Max Business Services	38,118,400	0.71%
Riverstone Group LLC	34,910,300	0.65%
Pruitt, Richard I	31,569,500	0.59%
Luck Stone Corporation	28,956,000	0.54%
CSX Transportation	24,664,047	0.46%
Federal Reserve Bank	24,275,400	0.45%
Gottwald, James T	21,198,400	0.40%
Markel Properties LLC	17,833,100	0.33%
	<b>563,602,679</b>	<b>10.53%</b>

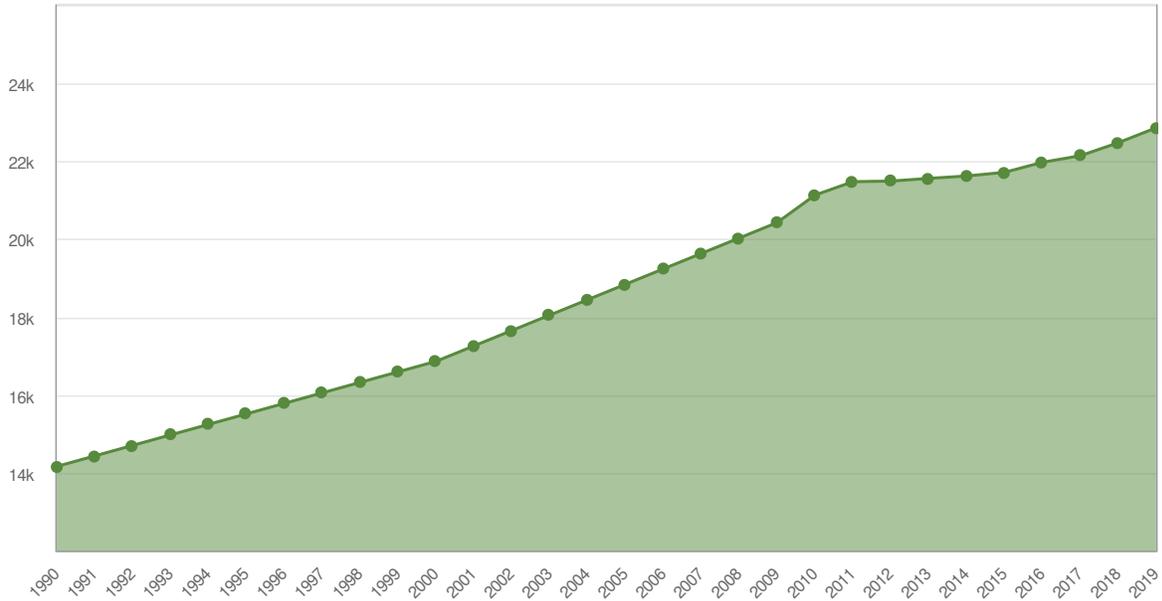
## Major Employers

Employer	Industry
Capital One Bank	Financial
Carmax Auto Superstores S Inc	Auto Sales Headquarters
Goochland County School Board	Government
Capital One Na	Financial
Performance Food Group In	Wholesale Foods
Luck Stone Corporation	Rock Quarries
County of Goochland	Government
Virginia Farm Bureau Mutual Insurance, Inc.	Insurance/Financial
Virginia Correctional Center for Women	Government
Psychiatric Institute of Richmond	Medical
L.E. Myers	Construction, Electrical
James River Correctional Center	Government

## Population Overview

TOTAL POPULATION **22,865** → +1.7% vs. 2018

Growth Rank  
**5** OUT OF **96**  
Counties in Virginia



\* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census

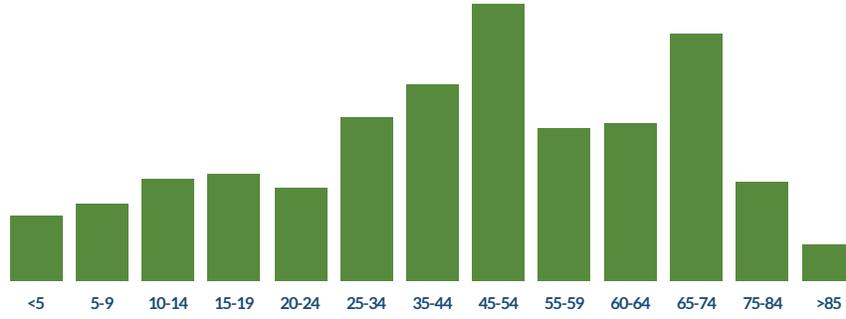


DAYTIME POPULATION

**28,019**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

## POPULATION BY AGE GROUP



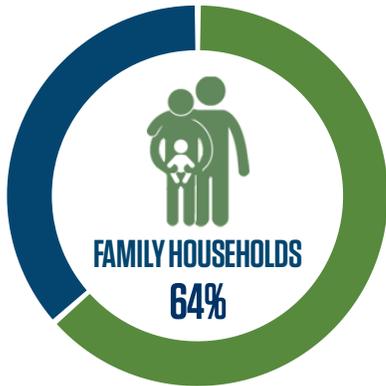
*Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.*

# DEMOGRAPHICS

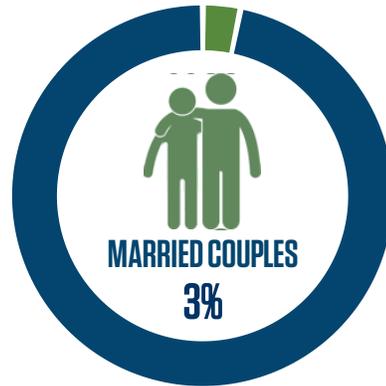
## Household Analysis

**TOTAL HOUSEHOLDS**  
**8,506**

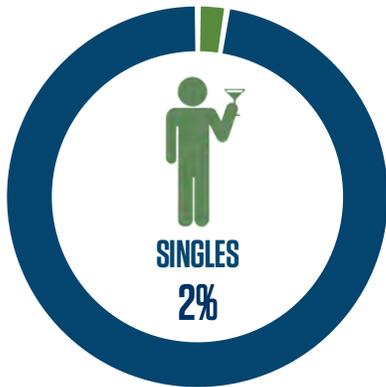
*Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.*



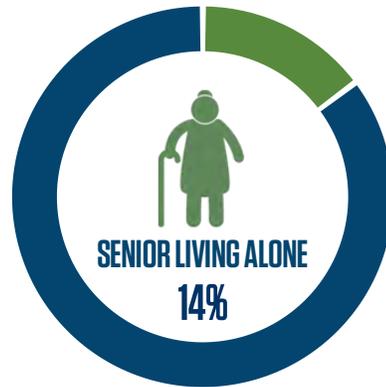
▲ **26%** HIGHER THAN STATE AVERAGE



▼ **50%** LOWER THAN STATE AVERAGE



▼ **62%** LOWER THAN STATE AVERAGE

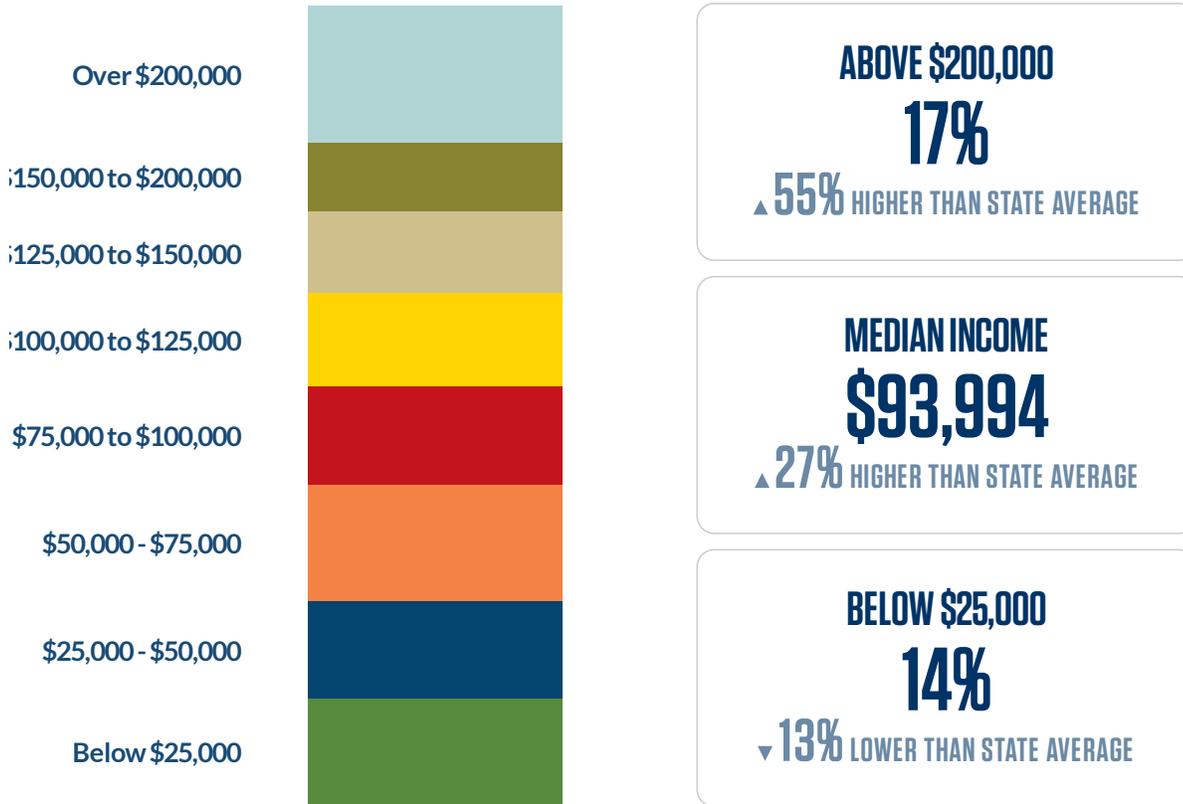


▼ **8%** LOWER THAN STATE AVERAGE

## Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.

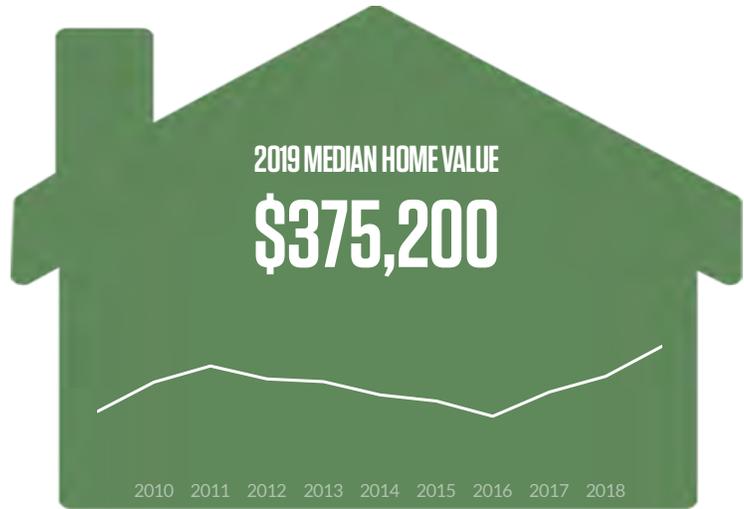
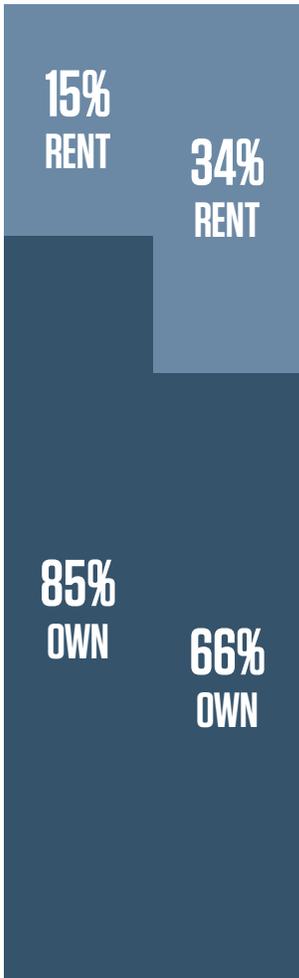
### HOUSEHOLD INCOME



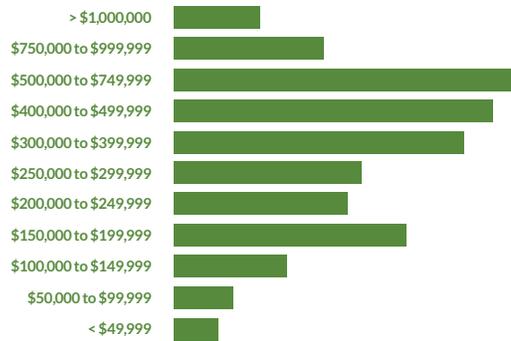
## Housing Overview

### HOME OWNERS VS RENTERS

Goochland State Avg.



### HOME VALUE DISTRIBUTION



\* Data Source: 2019 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

## Goochland County Board of Supervisors



*From left to right:*

*Neil Spoonhower  
District 2*

*Don Sharpe  
District 4*

*Susan Lascolette  
District 1*

*John Lumpkins, Jr.  
District 3*

*Ken Peterson  
District 5*

### *Board's Guiding Principles:*

*Honor Rights and Freedoms...*

*Customer Focused...*

*Collaborate...*

*Innovate*



## VISION, MISSION & CORE VALUES

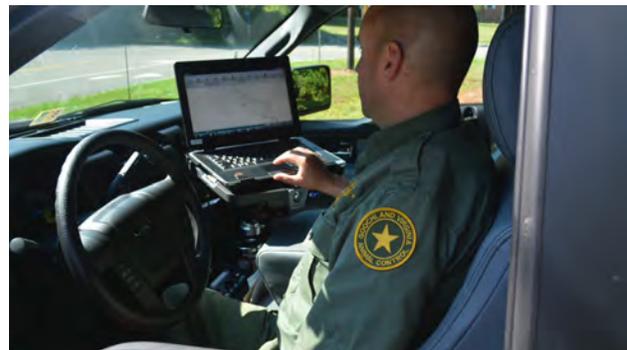


### **Vision:**

A prosperous and vibrant community rich with history and opportunity where the citizens and their rights and freedoms are protected

### **Mission:**

To provide high quality services in an efficient, effective and accountable manner



### ***Organization's Core Values:***

*Customer Focused...Stewardship...Transparency...Integrity...Respect...Courage*



# Strategic Plan

## Goal 1: Efficient, effective, and transparent government with emphasis on customer service excellence

- Objective 1.1: Deliver efficient and effective services
- Objective 1.2: Enhance transparency and accountability
- Objective 1.3: Achieve high level of citizen satisfaction

## Goal 2: Balanced development that contributes to the welfare of the community and preserves its rural character

- Objective 2.1: Support a balance of business and residential development that contributes to a healthy economy
- Objective 2.2: Support maintaining the County's rural character and historic resources

## Goal 3: Excellence in Financial Management

- Objective 3.1: Maintain sound financial health and strong fiscal controls
- Objective 3.2: Plan for future operating and capital needs

## Goal 4: High quality core services including Education, Public Safety, and Community Health

- Objective 4.1: Support quality education
- Objective 4.2: Promote community safety
- Objective 4.3: Promote community health and human services

## Goal 5: Positive work environment with a highly qualified, diverse workforce

- Objective 5.1: Attract and retain highly qualified, diverse professionals who share our core values
- Objective 5.2: Create a work environment conducive to a committed, results driven workforce

The Board of Supervisors and management are reviewing the County's strategic goals as well as the action plans and strategies. Please visit [the website](#) for information and the latest news!



## County Administrators Letter

Kenneth A. Young, County Administrator

April 20, 2021

To the Honorable members of the Goochland County Board of Supervisors, Citizens, Constitutional Officers, and Staff:

It is my honor to present the FY2022 Goochland County Adopted Budget. This budget focuses on our priorities and supports our investment in local government services for our community with **no property tax rate increase**. The budget also supports major investments in infrastructure throughout our community in both County and school facilities.

The adopted mission statement for Goochland County is “to provide high quality services in an efficient, effective, and accountable manner.” We stayed true to this mission and looked to sustain and expand existing service levels, within our means, and identify efficiencies and cost savings where possible. Serving as Goochland’s County Administrator is an honor and responsibility that I cherish. I want to thank the Board of Supervisors, the County staff, and citizens for their support and great successes we have achieved this year.

This past pandemic year has been unlike any other in my career – and unlike any other in modern history. Together we rallied as an organization and community, and despite significant adversity, continued to innovate to deliver high quality services to our citizens. The FY2022 adopted budget builds upon our successes and focuses on the future. I am committed to serve with high ethical principles and high standards of dedication and commitment. It is with that commitment that I provide the following annual budget.

I have devoted many hours listening to the diverse needs, challenges, and wants of our residents, various departments, and organizations throughout Goochland County. I believe the budget reflects these perspectives. In addition, I, along with our staff, continue our focus on supporting the adopted priorities outlined in the Board of Supervisors Strategic Plan. These guiding principles and priorities were utilized to set priorities and recommendations within this budget.

### Economy

Goochland County continues to be a destination for commercial development. In the past 5 years, we have seen over \$378.2 million of new capital investment. The unemployment rate of 2.9% (April 2021) in Goochland County compares favorably with the State at 3.9% and favorably to the Richmond Metropolitan Statistical Area (RMSA) rate of 4.4%. We also maintain the highest median family income in the region at \$93,994 (US Census 2019 dollars).

The residential housing market has remained strong in the County. The 2020 average sales price for a home in Goochland County was \$505,590. The number of permits issued by Building Inspections increased 15.5% over CY2019, with an 18.7% increase in residential permits. Assessments of real estate property (net of land use and new construction) in the County have increased 6.9%, an increase comparable to many neighboring localities and an indicator of the current “seller’s market”. As of May 2021, the Goochland County home prices were up 56.9% compared to last year with a median price of \$541,000 (source: Redfin).

### Total Budget Summary

The total FY2022 Adopted budget of all funds is \$141.3 million, an increase of \$55.5 million or 64.7%. \$46.8 million of the increase is found in the FY2022 Capital Improvements. We have planned investments of \$42.6 million in Education primarily for a new Goochland Elementary School. Public Safety funding is increasing by 21.5% over FY2021 due to additional personnel in support of the County’s growing needs for Public Safety Services. In FY2022 the CIP is our largest investment in the County at 33%, followed by 27% Education, Public Safety and Utilities are both 11%, and Health & Human Services is 3% of total planned spending

# Projected General Fund Revenue Outlook

General Fund revenues are projected to increase by \$7.8 million, or 13.4%, to a total of \$65.5 million. Strong growth is seen in real estate and personal property tax which have increased by 14.2% and 22.5% respectively. Real estate assessments increased 6.9%, while construction materials costs are causing new construction values to increase. We are projecting FY2022 real estate tax revenue increasing by \$3.9 million and personal property tax to increase by \$2.5 million. Sales tax revenue continues to see strong growth with a 27.3% increase projected for FY2022.

## FY2022 – FY2046 Capital Investments & Planning for the Future

This is our fourth year of developing a twenty-five-year CIP to meet the capital needs of the County and our Schools. For FY22-FY46 the \$424.8 million twenty-five-year CIP provides funds for needed infrastructure for the County and Schools such as new elementary schools, a new courthouse, and needed transportation projects.

## Supporting our Strategic Priorities

### Strategic Goal 1

#### **Efficient, effective, and transparent government; emphasis on customer service excellence**

This budget sustains our current initiatives in support of this goal and continues our focus on our customers. This year we continue our investments in county facilities to support more efficient workspaces by renovating existing space into updated areas that can support our goal of increased customer service. The Community Development staff is continuing to implement a new comprehensive software package that will primarily be used by Building Inspections. The new software will streamline the permitting process for our residents allowing online permitting and add customer portals for scheduling and making changes. The software will be utilized across all Community Development departments as well as Public Utilities, Fire & Rescue, Assessor's Office, Economic Development and Finance.

### Strategic Goal 2

#### **Balanced development that contributes to the welfare of the community and preserves its rural character**

Maintaining the rural character of Goochland County will always be a priority. In fact, the Goochland Comprehensive Plan targets maintaining 85% of the county as rural. We continue to support our Land Use program that supports the agricultural backbone of our county. This support is valued at \$662 million, or \$3.5 million of reduced tax revenue.

The first five years of our 25-year CIP includes over \$5.9 million in on-going projects to maintain our County buildings and equipment, \$29.5 million for a new Courthouse to provide a safe and secure environment for our public safety and judicial administration functions, \$17.8 million in investments in our Fire & Rescue function which includes a new fire station, and \$37.8 million for a replacement elementary school and improvements to the school's roadways and parking on the campus. This budget also sustains our commitment to Broadband Internet including \$10 million in funding over the next 5 years to support expansion in the rural areas.

### Strategic Goal 3

#### **Excellence in Financial Management**

The FY2022 Budget meets and/or exceeds all Financial Policy and Debt Policy requirements. We pride ourselves on our strong financial policies, two industry gold standard AAA bond ratings, and fund balance position. These practices have poised Goochland County to be recognized for our fiscal excellence and to reduce overall costs for debt acquisition.

## Strategic Goal 4

### High quality core services including Education, Public Safety, and Community Health

#### Education

Public Education remains one of our top priorities, reflected in this budget with a 5.0% or a \$1,170,000 increase in local funding over the prior year. The total School budget increase in the FY2022 budget is \$3,786,640, or 11.2%. Our public schools will make investments in their compensation packages, instructional programming, and numerous other technology and programmatic focus areas.

This budget contains continued support for School capital improvement programs and ongoing maintenance. The total school CIP for FY2022 is \$42,636,094, primarily to fund the construction of a replacement Goochland Elementary School. The twenty-five-year plan supports \$216.3 million to fund the long-term capital needs of our school system, including new school facilities and major renovations to existing school facilities.

#### Public Safety and Judicial Administration

Our Public Safety departments are key focus areas in our County Strategic Plan and this budget includes increases of 21.5% over the previous fiscal year for operations and personnel. Also, \$158.7 million has been included in the Public Safety and Judicial Administration Capital Improvements twenty-five-year plan. The twenty-five-year plan includes funding for a new courthouse, new fire stations along with a replacement cycle for Sheriff's vehicles, and a replacement cycle for much of Fire Rescue's heavy equipment and apparatus.

#### Sheriff's Office

The Sheriff's Department budget supports seven additional Deputy positions to maintain their high quality of service. In addition, one full-time and one part-time dispatcher will be added to meet staffing demands within our 911 call center. The new positions will help with growing demands and increases County-wide coverage to lower response times and provide multiple incident support. We have begun a long-term staffing plan with the Sheriff to support public safety goals.

#### Fire and Rescue

Our volunteers continue to provide high quality service; however, we continue to see the unfortunate decline of volunteer service hours. To fill this void and provide consistency in coverage, we will continue our investments in full-time career staffing. This budget recognizes full funding of six new full-time firefighter/EMS positions, one new Battalion Chief, and one new part-time position for an Assistant Fire Marshal in FY2022.

The full twenty-five-year CIP supports equipment replacement, new fire stations, new ambulance replacements, new tanker replacements, new fire truck replacements, and a new ladder truck.

#### Community Health

This budget continues our support for human services agencies such as the Department of Social Services, the Community Services Board, and the Office of Children's Services. To meet the growing needs of the County, the Department of Social Services is proposed to increase funding 7.4% in FY 2022.

## Strategic Goal 5

### Positive work environment with a highly qualified, diverse workforce

In support of our dedicated County work force, this budget funds a 3% merit-based increase for County employees, and the Schools have budgeted a teacher salary increase. The school's budget also includes a raise for all non-teaching staff. Additionally, there is no increase in out-of-pocket health insurance costs to our employees.

Our focus continues to be on high quality customer service, and we have identified the County's most critical service level needs. These additional positions will help meet increased service demands, support our goal of high-quality customer service, public safety, and balance demands on current personnel.

#### Public Utilities



The Department of Public Utilities FY2022 budget of \$15.7 million includes an operating budget of \$7.0 million and a capital budget of \$2.1 million.

The Tuckahoe Creek Service District (TCSD) tax rate will remain at the current rate of \$0.32. We are seeing solid investment in this district and with planned growth and strong fund reserves we project this rate to remain stable. While the tax rate alone does not cover the debt service for the TCSD, the increase in property values and our obligated 55% of increased property value in this district being committed to debt service and operations, we project that we will be able to meet this obligation and sustain reserve accounts. In 2020, the TCSD debt was partially refunded creating a gross debt services savings for the district of \$12.0M. The January 2021 assessment indicates the TCSD experienced a total increase in value over 2020 of 14.5%. We continue to pay debt obligations to both the General Fund and the City of Richmond. This budget continues to pay our debt obligation to the City of Richmond and provides repayment to the general fund that will be targeted to cash fund county capital projects and will complete the TCSD obligation.

### **Challenges and what was unable to be funded**

While many signs are positive, numerous challenges still exist. We have seen solid growth in our property values over the past year, but we recognize this will not be sustained and continued focus will need to be on diversifying our revenue streams by increasing our commercial tax base and reducing our burden on our residential tax base. Funding improvements to our existing roadways at a time of diminishing state support remains a priority for Goochland County.

We continue to devote significant resources to meet our growing public safety needs. Additional personnel and capital investments are provided in this budget to address growing service demands and to backfill areas once served by volunteers. However, not all the requests could be met in this budget and we should expect this to be an ongoing challenge.

We will continue to be challenged to provide competitive salary and compensation packages for our employees that are consistent with the market. We will need to continue to invest in and plan to close our salary and total compensation gap as resources are available. While we always seek efficiencies, additional positions will be required as workload demands continue to rise.

It should be noted that the county continues to bear additional financial burden for public education while the Commonwealth's commitment to K-12 education continues to lag. Additional funding from the Commonwealth is essential to meet long-term needs, balance local investments, and to maintain our outstanding school system.

While there are many positive reflections of the economy in Goochland County, we are challenged to be ever mindful of those throughout our community that are of lesser means or who are facing economic hardships. The burden that taxes and fees impose is a perspective that must never be taken lightly and is a constant factor in evaluating budget priorities. We will continue throughout the next fiscal year to seek programs and opportunities that can help support those that are challenged in meeting tax burdens.

### **Conclusion**

Goochland County is well positioned to meet the future needs of our residents. This budget supports identified priorities for both the County and Schools without raising the tax rate. We continue our investments in public safety staffing needs, supporting our valued employees and citizens, and planning to serve the community for years to come with new and revitalized facilities.

I look forward to working with the Board of Supervisors, the community, and our staff to continue the investment in our community. In closing, I wish to express my appreciation to our dedicated staff and our County and School leaders, who, as a team, set the example for all localities across the Commonwealth on how to support each other.

Sincerely,

Kenneth A. Young  
Goochland County Administrator

# Budget Highlights

## Quick Facts of the FY2022 Budget:

- All funds: \$141.3 million, a 55.5 million or 64.7% increase from the FY2021 budget.
- County General Fund: \$65.5 million, a \$7.8 million or 13.4% increase from FY2021 budget.

## Highlights of the FY 2022 Budget:

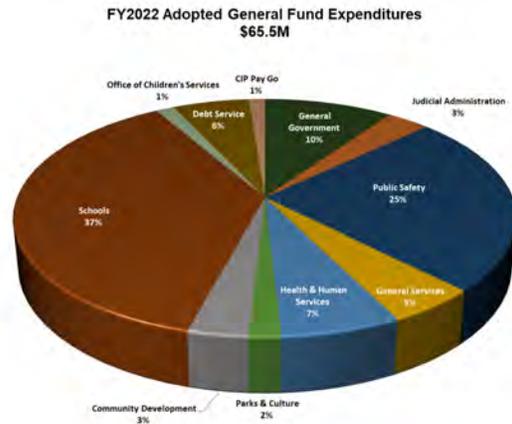
### Revenues

- Real estate tax rate remains at \$0.53/\$100
- TCSD ad valorem rate remains at \$0.32/\$100
- Real estate current tax revenue increase of \$3.9 million or 14.2% above FY2021 budget
- Personal property tax increase of \$2.5 million or 22.5% above FY2021 budget
- Other local taxes increase \$1.6 million or 26.4% over FY 2021
- Public Utility 3% water rate increase and 4% wastewater rate increase. The average bill increases \$3.78 (bimonthly)



### Expenditures

- Priority Service Areas related to the General Fund:
  - Public Safety increased \$2.4 million or 18.0% over FY 2021
  - School transfer increased \$1.2 million or 5.0% over FY 2021
- Personnel
  - 3.0% merit-based increase for County staff
  - 21 full time positions:
    - 16 in Public Safety
    - 5 in County Non Public Safety
  - 3 part time positions:
    - 2 in Public Safety
    - 1 in County Non Public Safety
- County and Schools Twenty-Five-Year Capital Improvements Program (CIP) \$424.8 million
  - The FY2022 CIP is \$46.8 million and includes a new elementary school, public safety training center improvements, and a new fire engine and ambulance.



# BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**County of Goochland**

**Virginia**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morrill*

Executive Director

# Fund Structure

## BASIS OF ACCOUNTING

The County's accounting records are maintained on a modified accrual basis for the General Fund, Special Revenue Funds and Capital Improvement Funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, i.e., as soon as they are both measurable and available. Revenues from intergovernmental reimbursement grants are recorded when earned. Other revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the County considers general property tax and other intergovernmental revenues to be available if they are collected within 45 days of the end of the current fiscal period and are due on or before the last day of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

## FUND ACCOUNTING

The accounts of the County and its discretely presented component units (Goochland County Public Schools and the Economic Development Authority) are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts, which comprise assets, liabilities, fund equities, revenues and expenditures, or expenses, as appropriate. The various funds are summarized by governmental or business-type activities in the general purpose financial statements, while component units are reported in separate columns/rows. The following fund types and account groups are used by the County:

### GOVERNMENTAL FUND TYPE

Governmental funds are those through which most governmental functions of the County are financed. The acquisition, use and balances of the County's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are reported through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. The County's governmental fund types are:

#### General Fund

The General Fund is the chief operating fund of the County. All general tax revenues and other receipts that are not allocated by law or other contractual agreement to another fund are accounted for in this fund. As prescribed by the State Auditor of Public Accounts, Goochland County organizes its General Fund expenditures by function. Payments from this fund include the general operating expenditures and fixed charges. The following describes each major function with examples of the different departments.

*General Government:* Includes the offices that operate the day to day operations of the county. Examples include of the offices of Administrator, Attorney, Finance, Information Technology and Purchasing.

*Judicial Administration:* This includes offices necessary to operate the County court system; Circuit Court, Commonwealth Attorney, and General District Court.

*Public Safety:* Common with almost all communities is the Sheriff, Fire & Rescue, Animal Control and Building Inspection.

*General Services:* The County includes Facilities Management, Convenience Centers and Grounds Management.

*Health & Welfare:* Health Department, Tax Relief and Contributions. Although listed in the budget, the Community Services Board and Free Clinic budgets are the County's contributions only and are not the full budgets of these organizations.

*Culture & Leisure:* Parks & Recreation and the County's contributions for the Regional Library. Like the Community Services Board and Free Clinic, the budget is the County's contribution to the organization and not the full budget.

*Community Development:* Community Development Administration, Economic Development, Environmental, Extension, EDA and Planning.

Each department's budget includes its function, objectives, authorized positions and operating expenses.

### Special Revenue Funds

Special revenue funds account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special revenue funds consist of the Office of Children's Services Fund (OCS) and the Drug Enforcement Fund.

*Office of Children's Services Fund:* This fund reflects revenues and expenditures associated with providing child-centered, family-focused, and locally-based services for at-risk youth. The revenue sources are transfers from the General Fund, foster care reimbursements from Social Services; and State aid. Major expenditures are for the purchase of services for clients.

*Drug Enforcement Fund:* This fund reflects law enforcement revenues and expenditures associated with asset forfeiture and sales. Major expenditures are for the purchase of training and supplies. The Drug Enforcement Fund budget is appropriated as funds are received.

### Capital Improvement Funds

Capital Improvement Funds account for financial resources used for the acquisition or construction of major capital facilities other than those financed by Proprietary Funds.

*County Improvement Fund:* This fund controls the financing and construction of most non- educational County facilities, such as parks, libraries and public safety facilities. The Board of Supervisors approves these projects through the County's Capital Improvement Program (CIP). Revenue sources for this fund include transfers of local tax funding from the General Fund, the issuance of debt and grants.

*School Improvement Fund:* This fund controls the financing and construction of local educational facilities. Revenue sources consist of local tax funding from the General Fund, the issuance of debt and developer contributions.

### PROPRIETARY FUND TYPE

Proprietary Funds are used to account for a government's business-type activities. The services provided in these funds are intended to recover all or a significant portion of their costs through user fees. The County's proprietary fund types are:

### Enterprise Funds

Enterprise Funds are used to provide services that are financed and operated similarly to those of a private business enterprise. The County has an enterprise fund for Public Utilities.

*Public Utilities Fund:* The County's Public Utilities are reported in the CAFR as one fund. For budgeting purposes, the Utilities fund is split into 3 funds:

*Countywide Utility Operating Fund:* This fund accounts for the operation and maintenance of the County's water and sewer system.

*Countywide Utility Capital Fund:* This fund accounts for the revenues generated from customer user fees and one-time fees paid for capacity at the time of connection to the system. These revenues are used to fund maintenance and capital expenditures which are also accounted for in this fund.

*Tuckahoe Creek Service District Debt Fund:* Accounts for the ad valorem taxes collected and payments to service Utility debt.

## Internal Service Fund

An Internal Service Fund is used to account for the costs of operations for services provided to other County departments. The County does not have an internal service fund.

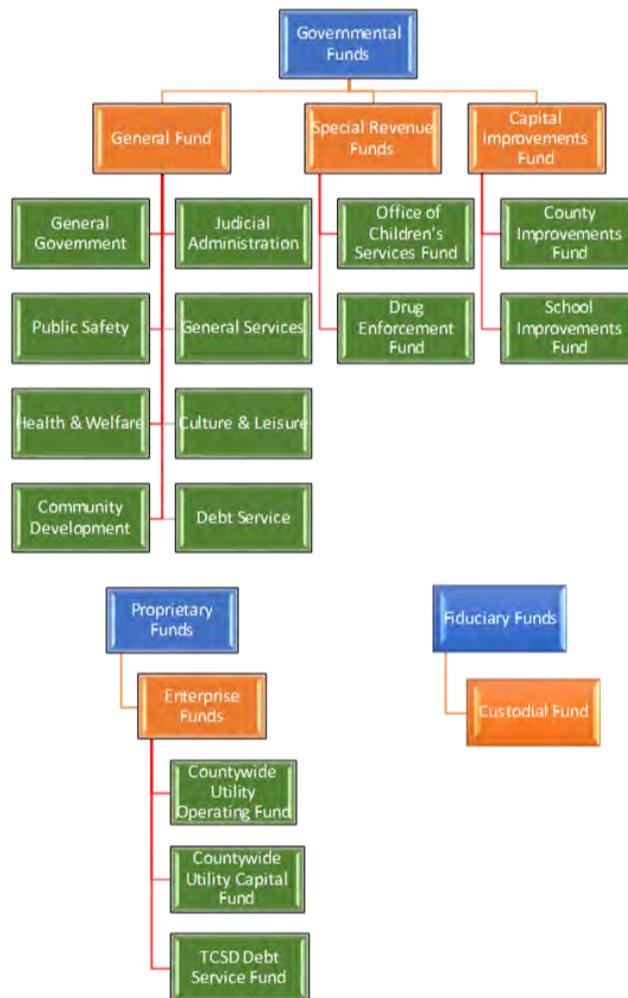
## FIDUCIARY FUND TYPE

Fiduciary Funds are used to report resources that are received and held by the County in a trustee or custodial capacity for the benefit of individuals, private organizations or other governments and cannot be used to support the locality's programs. The County has three (3) Fiduciary Funds; however, none of the funds are appropriated.

*Special Welfare Fund:* This fund is used for the collection of revenue to provide for the needs of Social Services' clients outside of the current State and Federal programs.

*Towers & Roads:* This fund is used for the collection of developer revenue to assist in funding road projects.

*Performance Bonds:* This fund is used for the retention of performance bond funds until all obligations of the bonds are met.



## Basis of Budgeting

In most cases, the County's budget follows the same basis of accounting used in preparing the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting principles (GAAP). Several exceptions should be noted. The budget document does not include the following funds listed as Fiduciary Funds in the CAFR: The Special Welfare Fund, Towers & Roads Fund, and the Performance Bonds. In addition, budgets for the proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds (i.e., payment of debt principal is budgeted, and depreciation is not budgeted). For some proprietary fund transactions, revenue recognition under the budgetary basis is deferred until amounts are received as cash, whereas these transactions are recorded as revenue when measurable and available under the GAAP basis of accounting. Budgeted amounts reflected in the financial statement are as originally adopted or as amended by the Board of Supervisors or County Administrator.

In April of each year, the County Board of Supervisors adopts the budget by resolution and funds are appropriated at the categorical level for the General Fund, at the major category of expenditures for the School Operating Fund, at the fund level for the Office of Children's Services Fund and other funds through the passage of an appropriations resolution. The resolution specifies that the budget and appropriation for each grant and capital project continue until the expiration of the grant or completion of the project. All other appropriations lapse at year-end. Budgets for some individual grants and projects are not included herein and are only appropriated during the year as funding sources become available.

Formal budgetary integration is employed as a management control device during the year for all funds except Fiduciary and Agency Funds. The level of control at which expenditures may not legally exceed appropriations is specified in the appropriations resolution. Potential budgetary overages among individual General Fund departments are identified through quarterly projections presented to the Board of Supervisors and tend to be addressed through budget amendments considered each June.

## Matrix of Funds & Functional Units

FUNCTIONS	GOVERNMENT FUNDS					SPECIAL REVENUE FUNDS	PROPRIETARY FUNDS		
	GENERAL FUND	SCHOOLS FUND	SOCIAL SERVICES	COUNTY CIP	SCHOOLS CIP	OFFICE OF CHILDRENS SERVICES	UTILITIES OPERATING	UTILITIES CIP	UTILITIES TCSD
GENERAL GOVERNMENT	X			X					
JUDICIAL ADMINISITRATION	X			X					
PUBLIC SAFETY	X			X					
GENERAL SERVICES	X			X					
HEALTH & WELFARE	X			X					
EDUCATION		X			X				
CULTURE & LEISURE	X			X					
COMMUNITY DEVELOPMENT	X			X					
DEBT SERVICE	X								
OFFICE OF CHILDRENS SERVICES						X			
DRUG ENFORCEMENT									
SOCIAL SERVICES			X						
UTILITIES							X	X	X



# Budget Timeline

## Goochland County Budget Process Calendar

Each year, the County Administrator presents the Board of Supervisors a two year budget (one-year operating budget and one year projected budget) and a five year capital improvement budget for their consideration in the month of February. After public input is received on those budget proposals, through Town Hall meetings, public hearings, and other direct contact from citizens, the Board of Supervisors adopts these budgets in April with any of their desired amendments to the proposals, and approves an appropriations resolution which designates specific dollar amounts for each fund, and by spending category within certain funds. The Board receives quarterly projection updates on the County's general fund, and amends the budgets as needed over the course of each fiscal year through agenda items requiring specific action. Following is a basic calendar providing an overview of the budget process:

### September/October:

- The Director of Financial Services, Assessor, Treasurer, and Commissioner of Revenue formulate preliminary revenue estimates.
- The Board of Supervisors meets with the county management to reaffirm goals and budget year initiatives.
- Departments submit Capital Improvement Program (CIP) project requests.
- The Director of Financial Services distributes budget guidelines to departments.

### November/December:

- The School Superintendent is advised of preliminary local revenue support for Schools.
- External organizations submit requests for County Contributions funding.
- The County Administrator reviews department budget submissions to be included in the proposed budget.

### December/January:

- Staff refines revenue estimates, including new assessed values per the County Assessor.

### February/March:

- The County Administrator presents the recommended budget and Capital Improvement Program to the Board of Supervisors.
- Individual agency presentations and categorical budget presentations are made to the Board of Supervisors during work sessions open to the public.
- The Board of Supervisors approves the advertisement of tax and fee rates and all related public hearings in the newspaper.

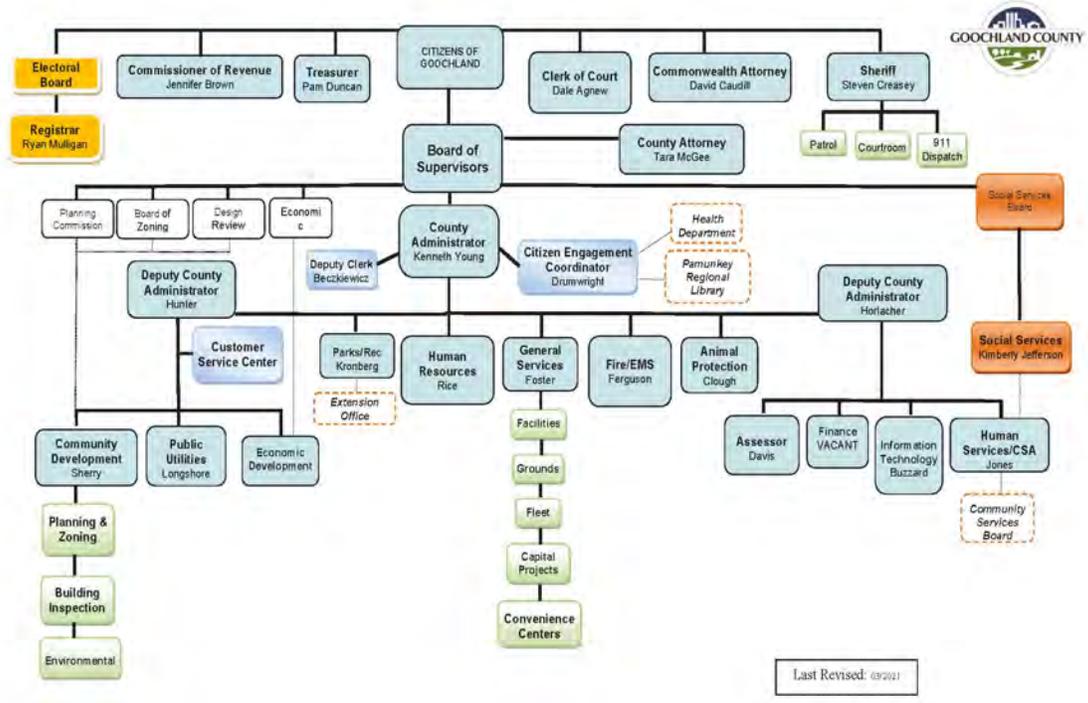
### March/April:

- The Board of Supervisors holds Town Hall meetings to seek public input on all financial plans.
- After a public hearing, the Board of Supervisors officially adopts the operating and capital budgets and ordinance changes, fixes tax and fee rates, and adopts the appropriations resolution.

### July:

- The new fiscal year commences on July 1st.

# Organization Chart



Last Revised: 03/2021

# Financial Policies

The financial policies of Goochland County are reviewed by the Finance and Audit Committee (FAAC). Any changes or updates proposed by the FAAC must be approved by the Board of Supervisors. Details are listed below and the latest version is attached.

## FINANCIAL MANAGEMENT POLICIES - OBJECTIVES

The financial management policies are the guidelines and goals that will influence and guide the financial management practice of Goochland County. Financial policies that are adopted, adhered to, and regularly reviewed are recognized as the cornerstone of sound financial management. Effective financial management policies:

- Contribute significantly to the County's ability to insulate itself from fiscal crisis and economic disruption,
- Enhance short term and long term financial credit ability by helping to achieve and maintain the highest credit and bond ratings possible,
- Promote long-term financial stability by establishing clear and consistent guidelines,
- Direct attention to the total financial picture of the County rather than single issue areas,
- Promote the view of linking long-run financial planning with day to day operations, and
- Provide the Board of Supervisors and the citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following financial management policies are presented.

## OPERATING BUDGET POLICIES

1. The County will develop the annual Operating Budget in conjunction with a stated program of performance objectives and measures with which to gauge progress toward meeting those objectives.
2. To enhance financial planning, the County will prepare an annual budget with a second year of projections of general fund revenues and expenditures. Further, long range forecasts will be included for years three through five which consider the impact of projects in the Capital Improvement Program.
3. The Board of Supervisors will adopt an annual balanced budget. A balanced budget is a budget with total expenditures equal to total revenues, including use of fund balance.
4. One-time or other special revenues will not be used to finance continuing County operations but instead will be used for funding items of a non- recurring nature.
5. Budget Monitoring: the monitoring of revenues and expenditures is an ongoing process. During the fiscal year, a quarterly update of general fund revenues and expenditures will be provided to the Board of Supervisors and the public.

## CAPITAL IMPROVEMENT BUDGET POLICIES

1. The County will consider capital improvements in accordance with an adopted capital improvement program.
2. The County will develop a minimum five-year plan for capital improvements to be reviewed and updated each year, and the County will maintain a twenty- five year plan.
3. The County will enact an annual capital budget based on the capital improvement plan. The first year of the plan will represent appropriation of revenues and expenditures; future years of the plan will be approved for planning purposes.

4. The County will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
5. The County will project its equipment replacement and maintenance needs as part of the capital improvement process. From this projection, a maintenance and replacement schedule will be developed.
6. The County will identify the estimated costs and potential funding sources for each capital project proposal.
7. The County will attempt to determine the least costly and most flexible financing method for all new projects.

### **DEBT POLICIES**

1. The County will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances that exceed policy targets, and “pay-as-you-go” appropriations. Pay-as-you-go appropriations will be adopted as part of the operating budget.
2. When the County finances capital improvements or other projects by issuing bonds, or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt a County can issue. The County has set its own debt ratio guidelines as part of sound financial management practices. Debt ratios will be annually calculated and included in the review of financial trends. The County will comply with the following debt ratio guidelines:
4. Net debt as a percentage of taxable assessed value of real estate shall not exceed 2.5%. Net debt shall be defined to include bond issuance directly supported by the general fund. Projects such as the VRA obligation for the Tuckahoe Creek Service District which is supported by a dedicated stream of revenues (separate ad valorem tax and revenue sharing agreement) or other self-supporting obligations will not be included. To the extent that the County provides general fund support, the proportionate share of the debt that the County is supporting will be included in this ratio.
5. The ratio of debt service expenditures as a percent of total general fund expenditures (including transfers to other funds) shall have a target of 10%, with a ceiling of 12%. As discussed in section 3a, debt with either a dedicated stream of revenues or self-supporting debt will not be included in the calculation. To the extent that the County provides general fund support (outside of the dedicated revenue stream or revenue sharing agreement), the amount of that support will be included in this ratio.

### **FUND BALANCE RESERVE POLICIES**

#### **DEFINITIONS**

Fund balance is the difference between assets and liabilities reported in governmental funds. It serves as a measure of financial resources available for current operations. The Governmental Accounting Standards Board (GASB) prescribes the classifications for components of fund balance. The County shall report governmental fund balances per GASB definitions. These classifications are listed below in descending order of restrictiveness.

1. Nonspendable – amounts that cannot be spent because they are not in spendable form or are not expected to be converted into cash with the current period or at all.
2. Restricted – amounts subject to usage constraints that have either been externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or imposed by law through constitutional provisions or enabling legislation.

3. Committed – amounts constrained to use for specific purposes pursuant to formal action of the Board of Supervisors (the Board). The amounts cannot be used for other purposes unless the Board removes or changes the constraints via the same action used to initially commit them.
4. Assigned – amounts intended by the County for use for a specific purpose, but do not meet the criteria to be classified as restricted or committed. The Board can express the intent to assign fund balance. Formal action is not necessary to impose, remove, or modify a constraint in Assigned Fund Balance.
5. Unassigned – amounts that are available for any purpose.

**MINIMUM FUND BALANCE**

The County's unassigned fund balance at the close of each fiscal year should be at least 20%, with a target of 25%, of the total annual adopted general fund budget of the subsequent fiscal year, plus the non-local portion of the school operating fund budget. The general fund budget includes the transfer to the Schools, Debt Service, and other transfers from the general fund.

In the event of an emergency or other global purpose for the benefit of the County, the County Board may, from time-to-time, appropriate unassigned fund balances that will reduce available fund balances below the 20% policy. In such circumstances, the Board will replenish the available fund balance to the policy level within the next three fiscal years from the date of draw down.

**REVENUE STABILIZATION RESERVE**

The County will maintain a Revenue Stabilization Reserve of 3% of the total annual adopted general fund budget of the subsequent fiscal year, plus the non-local portion of the school operating fund budget.

The Board may draw down the Revenue Stabilization Reserve only if:

1. Current fiscal year - Third or fourth quarter forecasted general fund revenues, excluding use of prior year fund balance, decline by more than 1.5%; or,
2. Subsequent fiscal year - During the annual budget cycle real estate assessments are forecast to decrease more than 3.0% over the previous year's assessments.

Withdrawals may not exceed half of the balance in the reserve in any one fiscal year and shall be used in combination with spending cuts. In the event of a draw down, the reserve must be replenished to 3% level within the subsequent 3 fiscal years.

**ORDER OF EXPENDITURES OF FUNDS**

For any expenditure incurred for purposes for which multiple fund balance categories can be used, the County will utilize funds in the following spending order: restricted, committed, assigned, and unassigned.

**REVENUE POLICIES**

**DIVERSIFICATION OF REVENUES**

1. Diversification of revenues is a primary goal of the County.
2. The County does not have a profit motive when setting tax and fee rates. Tax and fee rates are based on the County's cost of services.

**ESTABLISHMENT AND MODIFICATION OF FEES**



1. Fees will be calculated based on appropriate cost of service delivery.
2. Fees will be reviewed and updated based on criteria defined in revenue regulations.

### **ACCOUNTS RECEIVABLE COLLECTION**

1. Bad Debt Expense - The determination of the need for an allowance for doubtful accounts will be based upon accepted business practices and accounting standards. Write-offs of uncollectable balances will be based on the type of balance (i.e. tax or non-tax balance); the dollar amount outstanding; the length of time delinquent; and the status of standard collection efforts performed.
2. All write-offs require approval of the department head for non-tax balances or the Treasurer for general property tax balances.

### **FEDERAL, STATE AND PRIVATE GRANTS AND COOPERATIVE AGREEMENTS**

1. This portion of the revenue policy prescribes procedures and requirements for the fiscal and program administration of all Federal, state and private grants and cooperative agreements.
2. The purpose of this policy is to: ensure proper oversight of all funds appropriated to the County from federal, state and local governments, non-profit agencies, and private sources; minimize the County's risk of non-compliance with the requirements of grant awards, regulations, and cooperative agreements; ensure proper fiscal administration, accounting, audit and reporting of all grants and cooperative agreements; and ensure proper program management of all grants and cooperative agreements.
3. Applicability - This policy and related Revenue Regulations apply to all grant and cooperative agreement applications prepared and/or submitted by County departments and Constitutional Officers to agencies outside the County government for funds, materials, or equipment to be received and/or administered by the County or by an agency for which the County acts a fiscal agent, including any grant or cooperative agreement funds or items passed through to a sub-recipient.
4. Centralized Responsibility - The County Administrator shall establish underlying revenue regulations and procedures to help ensure that the purposes of this Policy regarding grants and cooperative agreements are met. Responsibility for the overall fiscal management of all County grants and cooperative agreements shall reside in the Department of Financial Services.
5. Decentralized Responsibility - Responsibility for the overall program management of all County grants and cooperative agreements shall reside with the Director or Directors of the Department(s) having functional responsibility for the individual grants or cooperative agreements, or as otherwise delegated by the County Administrator (hereinafter referred to as Senior Program Managers). It shall be the responsibility of the Senior Program Managers and their delegates having program management responsibility for a grant or cooperative agreement to cooperate with and perform all duties prescribed by the Department of Financial Services necessary for the proper fiscal management of all grants and cooperative agreements, and to file all required reports with grantors/agencies on a timely basis.

### **TRAVEL AND BUSINESS EXPENSE POLICIES**

Expenses incurred for County purposes for travel and business by employees, officials or volunteers may be paid or reimbursed in accordance with requirements established by the Internal Revenue Service for an accountable plan in which those amounts are not subject to income taxation, and in compliance with this Policy and related Regulations approved by the County Administrator.

1. Meals and incidental per diem expense for travel shall not exceed the federal per diem rate established for the destination locality by the Internal Revenue Service. The mileage reimbursement rate shall equal that established by the Internal Revenue Service.
2. Allowable expenses for lodging, public transportation and business expenses shall be the actual costs provided they are reasonable.
3. This Policy shall be administered to provide for the most cost effective travel and business activity for the benefit of the County. Expenses may be paid or reimbursed only when they are reasonable and necessary for the conduct of County business, within amounts appropriated by the Board of Supervisors, properly documented, and approved by the appropriate authority.
4. The County Administrator shall interpret and administer this Policy and shall prescribe regulations implementing this Policy and describing additional detailed requirements.

### **COUNTY PROCUREMENT CARDS**

Expenses paid by use of County procurement cards and other methods shall be subject to the same limits and standards of documentation as reimbursed expenses.

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# BUDGET OVERVIEW

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## Executive Overview

	General Fund	Schools	Office of Children's Services	Utilities	CIP	Total
<b>Revenues</b>						
General Property Taxes	46,745,874	-	-	6,050,000	-	52,795,874
Other Local Taxes	7,565,000	-	-	-	-	7,565,000
Permits, Fees, and Licenses	1,366,000	-	-	-	780,000	2,146,000
Fines and Forfeitures	46,000	-	-	-	-	46,000
Use of money and property	150,000	-	-	591,502	-	741,502
Charges for Services	979,590	-	1,000	9,041,177	-	10,021,767
Miscellaneous/Recoveries	281,490	1,098,456	15,000	-	-	1,394,946
Debt	-	-	-	-	40,891,094	40,891,094
State Revenues	6,599,175	8,140,288	831,585	-	24,725	15,595,773
Federal Revenues	1,686,644	3,916,162	6,000	-	-	5,608,806
<b>Total Revenues</b>	<b>65,419,773</b>	<b>13,154,906</b>	<b>853,585</b>	<b>15,682,679</b>	<b>41,695,819</b>	<b>136,806,762</b>
<b>Expenditures</b>						
Operations	22,841,635	27,827,762	98,089	995,277	-	51,762,763
Debt Service	12,680,623	9,827,144	1,751,985	6,009,968	-	30,269,720
Capital	3,797,515	-	-	6,944,434	-	10,741,949
Transfers	-	-	-	1,733,000	46,766,819	48,499,819
Transfers	26,200,000	(24,500,000)	(900,000)	-	(800,000)	-
<b>Total Expenditures</b>	<b>65,519,773</b>	<b>13,154,906</b>	<b>950,074</b>	<b>15,682,679</b>	<b>45,966,819</b>	<b>141,274,251</b>
<b>Increase (Decrease) in Fund Balance</b>	<b>(100,000)</b>	<b>-</b>	<b>(96,489)</b>	<b>-</b>	<b>(4,271,000)</b>	<b>(4,467,489)</b>



## Short-term Factors

While many signs are positive, numerous challenges still exist. We have seen solid growth in our property values over the past year, but we recognize this will not be sustained and continued focus will need to be on diversifying our revenue streams by increasing our commercial tax base and reducing our burden on our residential tax base. Funding improvements to our existing roadways at a time of diminishing state support remains a priority for Goochland County.

We continue to devote significant resources to meet our growing public safety needs. Additional personnel and capital investments are provided in this budget to address growing service demands and to backfill areas once served by volunteers. However, not all the requests could be met in this budget and we should expect this to be an ongoing challenge.

We will continue to be challenged to provide competitive salary and compensation packages for our employees that are consistent with the market. We will need to continue to invest in and plan to close our salary and total compensation gap as resources are available. While we always seek efficiencies, additional positions will be required as workload demands continue to rise.

It should be noted that the county continues to bear additional financial burden for public education while the Commonwealth's commitment to K-12 education continues to lag. Additional funding from the Commonwealth is essential to meet long-term needs, balance local investments, and to maintain our outstanding school system.

While there are many positive reflections of the economy in Goochland County, we are challenged to be ever mindful of those throughout our community that are of lesser means or who are facing economic hardships. The burden that taxes and fees impose is a perspective that must never be taken lightly and is a constant factor in evaluating budget priorities. We will continue throughout the next fiscal year to seek programs and opportunities that can help support those that are challenged in meeting tax burdens.



## Priority Service Areas

- **Public Safety:**

- Annual budget increased 18.0% over FY2021
- \$20.2 million in CIP funding over the next 5 years which includes a new Fire Station
- 16 new full time positions
- 2 new part time positions

- **Education:**

- \$42.6 million in CIP funding for a new elementary school, existing school upgrades and bus replacement
- Annual transfer increased \$1.2 million, or 5.0% increase over FY2021

- **Personnel:**

- 3.0% merit-based increase for County staff
- 5 full time County positions
- 1 part time County position



## Personnel Complement

DESCRIPTION	FY2020		FY2021		FY2022		FT chg to FY21
	PT	FT	PT	FT	PT	FT	
BOARD OF SUPERVISORS	5	-	5	-	5	-	-
COUNTY ADMINISTRATOR	-	4	-	4	-	4	-
COUNTY ATTORNEY	1	3	1	3	1	3	-
HUMAN RESOURCES	-	2	-	2	-	2	-
COMMISSIONER OF REVENUE	-	6	-	6	-	6	-
COUNTY ASSESSOR	1	5	1	5	1	6	1
TREASURER	-	7	-	7	-	7	-
FINANCE	-	4	-	4	-	4	-
PURCHASING	-	1	-	1	-	1	-
INFORMATION TECHNOLOGY	2	7	2	7	2	8	1
REGISTRAR	4	2	4	2	1	2	-
<b>GENERAL GOVERNMENT</b>	<b>13</b>	<b>41</b>	<b>13</b>	<b>41</b>	<b>10</b>	<b>43</b>	<b>2</b>
CLERK OF THE COURT	-	8	-	8	-	8	-
SHERIFF COURT	7	4	7	4	7	4	-
COMMONWEALTH ATTORNEY	-	5	-	5	-	6	1
<b>JUDICIAL</b>	<b>7</b>	<b>17</b>	<b>7</b>	<b>17</b>	<b>7</b>	<b>18</b>	<b>1</b>
SHERIFF	1	38	1	41	1	48	7
FIRE & RESCUE	4	48	4	51	5	58	7
BUILDING INSPECTION	-	9	-	9	-	9	-
ANIMAL PROTECTION	2	7	2	7	2	8	1
EMERGENCY COMMUNICATIONS SVCS	-	15	-	15	1	16	1
<b>PUBLIC SAFETY</b>	<b>7</b>	<b>117</b>	<b>7</b>	<b>123</b>	<b>9</b>	<b>139</b>	<b>16</b>
CONVENIENCE CENTER	3	7	3	7	4	7	-
FACILITIES	1	10	1	10	1	11	1
GROUNDS	1	8	1	8	1	8	-
<b>GENERAL SERVICES</b>	<b>5</b>	<b>25</b>	<b>5</b>	<b>25</b>	<b>6</b>	<b>26</b>	<b>1</b>
PARKS & RECREATION	14	5	14	5	14	5	-
<b>PARKS &amp; RECREATION</b>	<b>14</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>-</b>
COMMUNITY DEVELOPMENT ADMIN	-	1	-	1	-	1	-
PLANNING	-	5	-	6	-	7	1
ENVIRONMENTAL	1	3	1	3	1	3	-
ECONOMIC DEVELOPMENT	-	2	-	2	-	2	-
<b>COMMUNITY DEVELOPMENT</b>	<b>1</b>	<b>11</b>	<b>1</b>	<b>12</b>	<b>1</b>	<b>13</b>	<b>1</b>
UTILITIES	-	11	-	12	-	12	-
<b>UTILITIES</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>12</b>	<b>-</b>
<b>TOTAL ALL</b>	<b>47</b>	<b>227</b>	<b>47</b>	<b>235</b>	<b>47</b>	<b>256</b>	<b>21</b>



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# FUND SUMMARIES

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# ALL FUNDS SUMMARY

The all funds summary combines the General Fund, Special Revenue Fund (Office of Children's Services), Proprietary Fund ( Utilities), and Capital Improvement Fund

## Revenues by Source

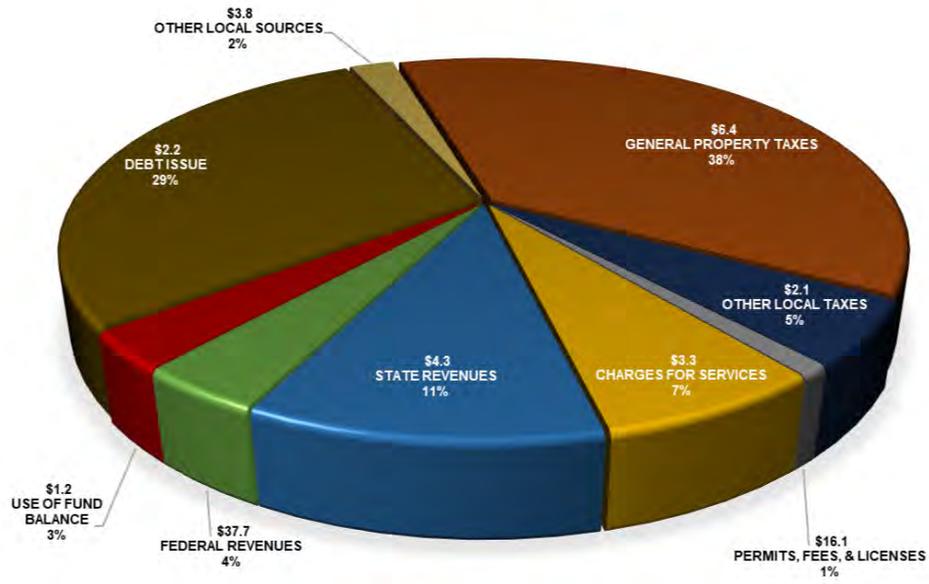
The County of Goochland is projecting \$141.3 million of revenue in FY2022, which represents a 64.7% increase over the prior year.

- Real estate current tax revenue increase of \$3.9 million or 14.2% above FY2021 budget
- Personal property tax increase of \$2.5 million or 22.5% above FY2021 budget
- Other local taxes increase \$1.6 million or 26.4% over FY 2021
- Public Utility 3% water rate increase and 4% wastewater rate increase. The average bill increases \$3.78 (bimonthly)

### ALL FUNDS REVENUE SUMMARY FY2022 ADOPTED BUDGET

	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 ADOPTED	\$ INC / DEC to FY2021	% INC / DEC to FY2021
GENERAL PROPERTY TAXES	48,205,031	46,050,986	52,795,874	6,744,888	14.6%
OTHER LOCAL TAXES	7,251,410	5,985,000	7,565,000	1,580,000	26.4%
PERMITS, FEES, & LICENSES	1,436,322	878,500	1,366,000	487,500	55.5%
FINES & FORFEITURES	46,464	70,000	46,000	(24,000)	-34.3%
USE OF MONEY AND PROPERTY	1,450,103	1,431,502	741,502	(690,000)	-48.2%
CHARGES FOR SERVICES	8,072,819	9,224,642	10,021,767	797,125	8.6%
MISCELLANEOUS	1,625,100	308,090	1,903,456	1,595,366	517.8%
RECOVERED COSTS	248,153	-	271,490	271,490	100.0%
STATE REVENUES	14,561,997	15,365,789	15,595,773	229,984	1.5%
FEDERAL REVENUES	4,408,978	3,252,980	5,608,806	2,355,826	72.4%
<b>TOTAL REVENUES ALL FUNDS</b>	<b>87,306,377</b>	<b>82,567,489</b>	<b>95,915,668</b>	<b>13,348,179</b>	<b>16.2%</b>
USE OF FUND BALANCE	553,354	3,186,161	4,467,489	1,281,328	40.2%
DEBT ISSUE	-	-	40,891,094	40,891,094	100.0%
<b>GRAND TOTAL ALL FUNDS</b>	<b>87,859,731</b>	<b>85,753,650</b>	<b>141,274,251</b>	<b>55,520,601</b>	<b>64.7%</b>

# FY2022 ADOPTED ALL FUNDS REVENUE \$141.3M



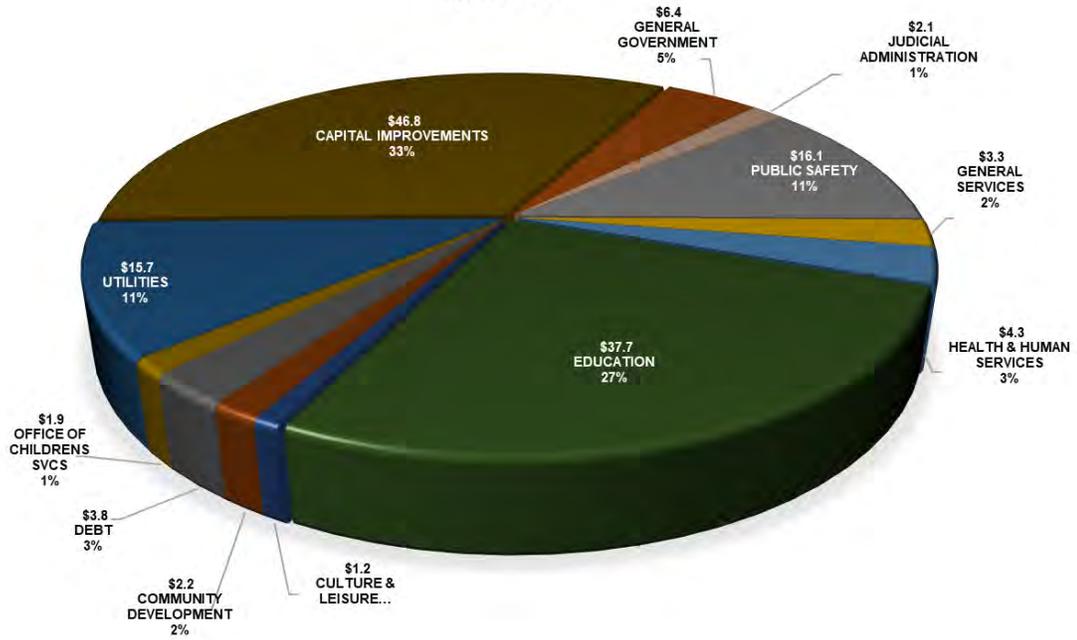
## Expenditures by Function

- Priority Service Areas related to the General Fund:
  - Public Safety increased \$2.4 million or 18.0% over FY 2021
  - School transfer increased \$1.2 million or 5.0% over FY 2021
- Personnel
  - 3.0% merit-based increase for County staff
  - 21 full time positions:
    - 16 in Public Safety
    - 5 in County Non Public Safety
  - 3 part time positions:
    - 2 in Public Safety
    - 1 in County Non Public Safety
- County and Schools Twenty-Five-Year Capital Improvements Program (CIP) \$424.8 million
  - The FY2022 CIP is \$46.8 million and includes a new elementary school, public safety training center improvements, and a new fire engine and ambulance.

### ALL FUNDS EXPENDITURE SUMMARY FY2022 ADOPTED BUDGET

	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 ADOPTED	\$ INC / DEC to FY2021	% INC / DEC to FY2021
GENERAL GOVERNMENT	5,102,189	5,847,218	6,380,493	533,275	9.1%
JUDICIAL ADMINISTRATION	1,736,519	1,841,717	2,124,164	282,447	15.3%
PUBLIC SAFETY	11,740,232	13,236,430	16,076,318	2,839,888	21.5%
GENERAL SERVICES	2,774,896	2,788,047	3,264,071	476,024	17.1%
HEALTH & HUMAN SERVICES	3,876,842	4,114,706	4,335,507	220,801	5.4%
EDUCATION	33,489,638	34,242,314	37,654,906	3,412,592	10.0%
CULTURE & LEISURE	1,044,406	1,081,687	1,154,829	73,142	6.8%
COMMUNITY DEVELOPMENT	1,632,978	1,918,152	2,186,876	268,724	14.0%
DEBT	3,388,557	2,701,000	3,797,515	1,096,515	40.6%
OFFICE OF CHILDRENS SVCS	946,792	1,851,076	1,850,074	(1,002)	-0.1%
UTILITIES	16,204,492	13,586,875	15,682,679	2,095,804	15.4%
CAPITAL IMPROVEMENTS	9,700,321	2,544,818	46,766,819	44,222,001	1737.7%
<b>TOTAL ALL FUNDS</b>	<b>91,637,863</b>	<b>85,754,040</b>	<b>141,274,251</b>	<b>55,520,211</b>	<b>64.7%</b>

## FY2022 ADOPTED ALL FUNDS BUDGET \$141.3M

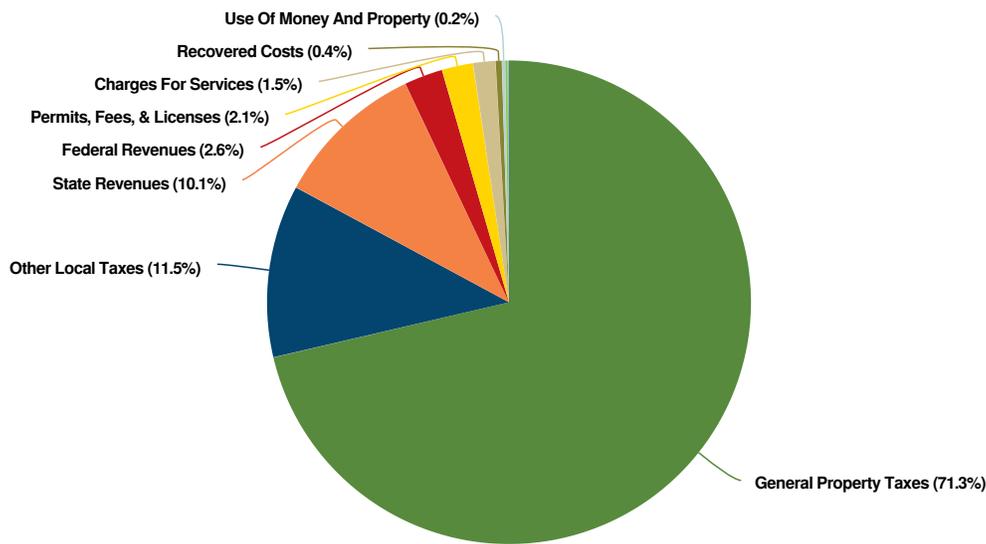




## Revenues by Source

The revenue budget for Goochland County's general fund is developed by consensus and is compiled by a committee that reviews a forecast from all major sources that incorporates trends and other growth assumptions for the upcoming fiscal year. This committee includes the Deputy County Administrator for Financial Services, the Treasurer, the Commissioner of Revenue, the County Assessor, the Controller, and the Director of Finance. In particular, the real estate tax forecast for the upcoming biennium is refined at the beginning of each calendar year once the Assessor's Office has established the taxable assessed values as of January 1st.

### Projected 2022 Revenues by Source



Name	Account ID	FY2020 Adopted Budget (GFRev)	FY2021 Adopted Budget (GFRev)	FY2022 Adopted Budget (GFRev)	FY2021 Adopted Budget (GFRev) vs. FY2022 Adopted Budget (GFRev) (% Change)	FY2021 Adopted Budget (GFRev) vs. FY2022 Adopted Budget (GFRev) (\$ Change)
Revenue Source						
General Property Taxes		\$39,572,000	\$40,226,443	\$46,745,874	16.2%	\$6,519,431
Other Local Taxes		\$5,865,326	\$5,985,000	\$7,565,000	26.4%	\$1,580,000
Permits, Fees, & Licenses		\$1,289,000	\$878,500	\$1,366,000	55.5%	\$487,500
Fines And Forfeitures		\$105,000	\$70,000	\$46,000	-34.3%	-\$24,000
Use Of Money And Property		\$1,006,000	\$830,000	\$150,000	-81.9%	-\$680,000
Charges For Services		\$990,000	\$904,500	\$979,590	8.3%	\$75,090
Miscellaneous		\$15,000	\$20,000	\$10,000	-50%	-\$10,000
Recovered Costs		\$249,000	\$263,000	\$271,490	3.2%	\$8,490
State Revenues		\$6,513,528	\$6,445,262	\$6,599,175	2.4%	\$153,913

Name	Account ID	FY2020 Adopted Budget (GRev)	FY2021 Adopted Budget (GRev)	FY2022 Adopted Budget (GRev)	FY2021 Adopted Budget (GRev) vs. FY2022 Adopted Budget (GRev) (% Change)	FY2021 Adopted Budget (GRev) vs. FY2022 Adopted Budget (GRev) (\$ Change)
Federal Revenues		\$1,501,505	\$1,535,772	\$1,686,644	9.8%	\$150,872
Use of Fund Balance		\$4,424,000	\$2,919,818	\$100,000	-96.6%	-\$2,819,818
<b>Total Revenue Source:</b>		<b>\$61,530,359</b>	<b>\$60,078,295</b>	<b>\$65,519,773</b>	<b>9.1%</b>	<b>\$5,441,478</b>

# General Fund Revenues by Source Detail

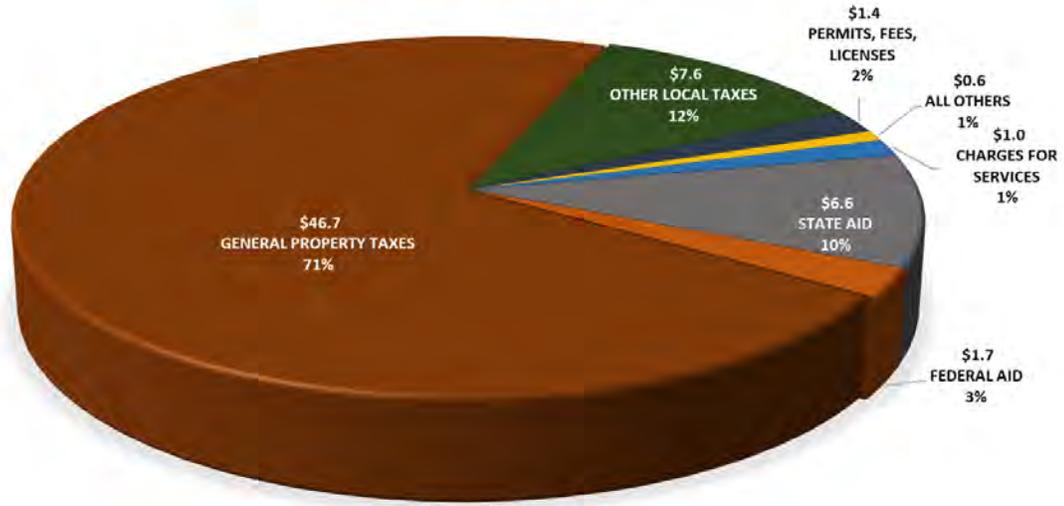
## FY2022 Adopted Budget

DESCRIPTION	FY2020 ACTUAL	FY2021 ORIGINAL BUDGET	FY2022 ADOPTED	INCREASE	% INC
				(DECREASE) to FY2021	-DEC to FY2021
<b>GENERAL PROPERTY TAXES</b>					
311001 REAL ESTATE CURRENT	28,063,156	27,604,943	31,537,364	3,932,421	14.2%
311002 REAL ESTATE DELINQUENT	582,240	500,000	600,000	100,000	20.0%
311003 TAX RELIEF FOR THE ELDERLY	480,924	490,000	500,000	10,000	2.0%
311004 TCSD 55% REV SHARING	(1,876,558)	(1,800,000)	(2,100,000)	(300,000)	16.7%
311020 ROLL BACK TAXES	95,103	70,000	80,000	10,000	14.3%
311100 PUBLIC SVC CORP TAXES CURR	823,581	820,000	840,000	20,000	2.4%
311300 PERSONAL PROPERTY TAXES CURR	12,428,664	11,100,000	13,600,000	2,500,000	22.5%
311301 PERSONAL PROP TAXES DELINQ	831,124	500,000	650,000	150,000	30.0%
311302 VOLUNTEER PERSONAL PROP	4,821	4,000	4,000	-	0.0%
311303 COMMON CARRIER	300	500	510	10	2.0%
311304 PHYSICALLY HANDICAPPED	9,144	4,000	4,000	-	0.0%
311305 ADMIN FEE PP	39,581	30,000	45,000	15,000	50.0%
311306 SHORT TERM RENTAL TAX	99,018	100,000	140,000	40,000	40.0%
311400 MACHINERY AND TOOLS	479,473	400,000	500,000	100,000	25.0%
311500 MOBILE HOME	3,975	3,000	5,000	2,000	66.7%
311600 PENALTIES	205,317	250,000	200,000	(50,000)	-20.0%
311601 INTEREST ON TAXES	130,042	150,000	140,000	(10,000)	-6.7%
<b>GENERAL PROPERTY TAXES Total</b>	<b>42,399,907</b>	<b>40,226,443</b>	<b>46,745,874</b>	<b>6,519,431</b>	<b>16.2%</b>
<b>OTHER LOCAL TAXES</b>					
312001 LOCAL SALES AND USE TAX	3,883,969	3,300,000	4,200,000	900,000	27.3%
312002 CONSUMER UTILITY TAXES	513,506	480,000	515,000	35,000	7.3%
312003 CONSUMPTION TAXES	87,843	95,000	90,000	(5,000)	-5.3%
312004 BUSINESS LICENSE TAXES	1,030,634	900,000	1,200,000	300,000	33.3%
312005 MOTOR VEHICLE LICENSE	17,560	-	-	-	0.0%
312006 BANK STOCK TAXES	761,956	600,000	600,000	-	0.0%
312007 TAXES ON RECORD AND WILLS	946,002	600,000	900,000	300,000	50.0%
312008 TRANSIENT OCCUPANCY TAXES	9,940	10,000	60,000	50,000	500.0%
<b>OTHER LOCAL TAXES Total</b>	<b>7,251,410</b>	<b>5,985,000</b>	<b>7,565,000</b>	<b>1,580,000</b>	<b>26.4%</b>
<b>PERMITS, FEES, LICENSES</b>					
313000 ANIMAL LICENSES	10,970	10,000	8,000	(2,000)	-20.0%
313001 LAND USE FEES	2,000	2,500	2,000	(500)	-20.0%
313002 TRANSFER FEES	1,214	1,000	1,000	-	0.0%
313003 ZONING AND SUBDIV PERMITS	53,205	75,000	70,000	(5,000)	-6.7%
313004 BUILDING PERMITS	1,075,207	600,000	1,100,000	500,000	83.3%
313005 ZONING REVIEW FEES	24,331	25,000	25,000	-	0.0%
313006 SEPTIC TANK PERMITS	-	5,000	-	(5,000)	-100.0%
313007 BURN PERMITS	3,675	4,000	4,000	-	0.0%
313008 LAND DISTURBANCE	46,400	40,000	45,000	5,000	12.5%
313009 PLAN OF DEVELOPMENT	44,450	35,000	40,000	5,000	14.3%
313010 STORMWATER PERMITS	66,850	80,000	70,000	(10,000)	-12.5%
313012 LARGE CROWD	1,300	1,000	1,000	-	0.0%
313014 MISCELLANEOUS PERMITS FEES	75	-	-	-	0.0%
313015 DMV STOP FEE	(4,172)	-	-	-	0.0%
<b>PERMITS, FEES, LICENSES Total</b>	<b>1,325,504</b>	<b>878,500</b>	<b>1,366,000</b>	<b>487,500</b>	<b>55.5%</b>

<b>FINES &amp; FORFEITURES</b>						
314000	COURT FINES	45,164	70,000	45,000	(25,000)	-35.7%
314002	OTHER FINES	1,300	-	1,000	1,000	0.0%
<b>FINES &amp; FORFEITURES Total</b>		<b>46,464</b>	<b>70,000</b>	<b>46,000</b>	<b>(24,000)</b>	<b>-34.3%</b>
<b>USE OF MONEY &amp; PROPERTY</b>						
315000	INTEREST ON BANK DEPOSITS	839,869	800,000	110,000	(690,000)	-86.3%
315001	RENTS	42,172	30,000	40,000	10,000	33.3%
<b>USE OF MONEY &amp; PROPERTY Total</b>		<b>882,041</b>	<b>830,000</b>	<b>150,000</b>	<b>(680,000)</b>	<b>-81.9%</b>
<b>CHARGES FOR SERVICES</b>						
316220	SHERIFF AND DEP FEES	5,624	5,000	5,000	-	0.0%
316221	CIRCUIT COURT SECURITY	39,954	50,000	50,000	-	0.0%
316222	GEN DIST/CC ADMISSION	2,090	3,000	3,000	-	0.0%
316223	DNA TEST	147	-	-	-	0.0%
316224	COMMONWEALTH ATTORNEY FEE	1,015	1,500	1,590	90	6.0%
316300	EMS COST RECOVERY	743,460	650,000	800,000	150,000	23.1%
316400	CONVENIENCE CENTER CHARGES	41,686	35,000	40,000	5,000	14.3%
316700	RECREATION FEES	75,262	160,000	80,000	(80,000)	-50.0%
<b>CHARGES FOR SERVICES Total</b>		<b>909,239</b>	<b>904,500</b>	<b>979,590</b>	<b>75,090</b>	<b>8.3%</b>
<b>MISCELLANEOUS</b>						
318000	MISCELLANEOUS REVENUE	69,318	10,090	10,000	(90)	-0.9%
318001	SALE OF SURPLUS	8,234	-	-	-	0.0%
318002	JUDICIAL SALE EXCESS PROCEEDS	386,855	-	-	-	0.0%
318003	SALE OF LOGO ITEMS	15	-	-	-	0.0%
318010	CLERK'S NONREVERTING FUNDS	10,000	10,000	-	(10,000)	-100.0%
318303	OTHER REBATES AND REFUNDS	2,389	-	-	-	0.0%
318910	INSURANCE ADJUSTMENTS	81,506	-	-	-	0.0%
<b>MISCELLANEOUS Total</b>		<b>558,316</b>	<b>20,090</b>	<b>10,000</b>	<b>(10,090)</b>	<b>-50.2%</b>
<b>RECOVERED COSTS</b>						
319104	CREDIT CARD CONVENIENCE FEE	1,628	-	-	-	0.0%
319105	FOIA REIMBURSEMENTS	15	-	-	-	0.0%
319200	CIRCUIT COURT COPIES	5,585	5,000	6,000	1,000	20.0%
319250	HEALTH INSURANCE RECOVERY	14,158	-	-	-	0.0%
319300	KENNEL FEE REIMBURSEMENT	5,510	5,000	6,490	1,490	29.8%
319350	SPECIAL EVENT REIMBURSEMENT	50,710	65,000	70,000	5,000	7.7%
319400	RECYCLED REIMBURSEMENT	43,372	75,000	76,000	1,000	1.3%
319401	HOA RECYCLING	68,155	55,000	55,000	-	0.0%
319500	CSB FISCAL AGENT	7,000	7,000	7,000	-	0.0%
319501	CSB IT SERVICES	11,000	11,000	11,000	-	0.0%
319700	LAWN SERVICE SCHOOLS	39,000	39,000	39,000	-	0.0%
319701	COST SHARING PR	500	-	-	-	0.0%
319800	SALE OF MAPS SURVEYS	1,521	1,000	1,000	-	0.0%
<b>RECOVERED COSTS Total</b>		<b>248,153</b>	<b>263,000</b>	<b>271,490</b>	<b>8,490</b>	<b>3.2%</b>
<b>NONCATEGORICAL STATE AID</b>						
322000	MOBILE HOME TILTING	29,305	20,000	25,000	5,000	25.0%
322001	ROLLING STOCK TAX	70,431	80,000	80,000	-	0.0%
322002	RECORDATION TAXES	142,119	165,000	-	(165,000)	-100.0%
322003	DMV RENTAL TAX	16,676	20,000	25,000	5,000	25.0%
322004	PPTRA	2,853,012	2,853,012	2,853,012	-	0.0%
322005	COMMUNICATION SALES AND USE	708,801	725,000	725,000	-	0.0%
<b>NONCATEGORICAL STATE AID Total</b>		<b>3,820,345</b>	<b>3,863,012</b>	<b>3,708,012</b>	<b>(155,000)</b>	<b>-4.0%</b>

STATE SHARE OF LOCAL OFFICES						
323010	COMMONWEALTH ATTORNEY	281,607	273,000	337,600	64,600	23.7%
323011	COURT APPOINTED ATTORNEY	788	1,800	1,800	-	0.0%
323020	SHERIFF	967,051	935,000	967,000	32,000	3.4%
323030	COMMISSIONER OF REVENUE	117,057	89,500	118,000	28,500	31.8%
323040	TREASURER	105,432	111,000	111,000	-	0.0%
323060	REGISTRAR	40,780	37,500	40,000	2,500	6.7%
323080	CLERK OF THE COURT	240,960	235,000	240,000	5,000	2.1%
<b>STATE SHARE OF LOCAL OFFICES Total</b>		<b>1,753,676</b>	<b>1,682,800</b>	<b>1,815,400</b>	<b>132,600</b>	<b>7.9%</b>
CATAGORICAL STATE AID						
324100	DMV REIMBURSEMENTS	209,707	130,000	210,000	80,000	61.5%
324200	VICTIM WITNESS	13,335	15,000	15,000	-	0.0%
324201	RECORD PRESERVATION	9,629	-	-	-	0.0%
324202	CLERK TECHNOLOGY	14,370	13,000	13,000	-	0.0%
324300	MISC STATE GRANT	7,500	-	-	-	0.0%
324301	WIRELESS E 911	81,869	47,000	85,000	38,000	80.9%
324302	FOUR FOR LIFE	-	26,127	27,000	873	3.3%
324303	FIRE PROGRAM FUND	79,097	75,169	76,000	831	1.1%
324400	OTHER STATE FUNDS MISC	5,670	6,000	6,500	500	8.3%
324504	STATE PUBLIC ASSISTANCE	183,196	241,135	288,135	47,000	19.5%
324505	STATE PURCHASED SERVICES	8,271	13,144	13,628	484	3.7%
324506	ADMIN DIRECT SERVICES	240,370	332,875	341,500	8,625	2.6%
<b>CATAGORICAL STATE AID Total</b>		<b>853,014</b>	<b>899,450</b>	<b>1,075,763</b>	<b>176,313</b>	<b>19.6%</b>
FEDERAL AID						
333002	COST ALLOCATION CEN SERV	104,325	100,000	106,000	6,000	6.0%
333003	LEMPG GRANT	16,904	16,904	16,904	-	0.0%
333004	VICTIM WITNESS GRANT	40,003	60,000	45,000	(15,000)	-25.0%
333007	HIGHWAY SAFETY GRANT	17,908	35,000	35,000	-	0.0%
335002	FED COMMUNITY ACTION	280,203	285,425	393,580	108,155	37.9%
335003	ADMIN/DIRECT SRVC	839,663	803,909	801,746	(2,163)	-0.3%
335005	FEDERAL PUBLIC ASSISTANCE	155,122	170,765	217,765	47,000	27.5%
335006	FED - PURCHASED SERVICES	59,902	63,769	70,649	6,880	10.8%
338960	MISC FEDERAL GRANTS COVID	1,166,252	-	-	-	0.0%
<b>FEDERAL AID Total</b>		<b>2,680,282</b>	<b>1,535,772</b>	<b>1,686,644</b>	<b>150,872</b>	<b>9.8%</b>
USE OF PRIOR YEAR FUND BALANCE						
390000	USE OF PRIOR YEAR FUND BALANCE	553,354	600,000	100,000	(500,000)	-83.3%
<b>USE OF PRIOR YEAR FUND BALANCE Total</b>		<b>553,354</b>	<b>600,000</b>	<b>100,000</b>	<b>(500,000)</b>	<b>-83.3%</b>
<b>TOTAL GENERAL FUND REVENUE</b>		<b>63,281,704</b>	<b>57,758,567</b>	<b>65,519,773</b>	<b>7,761,206</b>	<b>13.4%</b>

**FY2022 Adopted General Fund Revenue**  
**\$65.5M**



# General Fund Revenue Overview

## LOCAL REVENUES

The FY2022 general fund revenue budget totals \$65,519,773, an increase of \$7,761,206 or 13.4% from the FY2021 Adopted total.

### **Property Taxes**

Property taxes are the County's dominant revenue source, comprising over two thirds (71.3%) of the FY2022 general fund budget. The major sources of property taxes are real estate and personal property revenues. Other sources of property taxes include the machinery and tools tax, the mobile home tax, and penalties and interest levied on delinquent property tax bills. Real estate and personal property, including vehicles, trucks, boats, trailers, and aircraft, are taxed on the assessed value of the property, which approximates fair market value.

#### **Real Estate Taxes**

Taxes on real property are the largest revenue source for Goochland County. The real estate tax rate is set and taxes are levied on a calendar year basis (which straddles the fiscal year). In January of each year, the County establishes the real estate assessments for that calendar year. The Code of Virginia mandates that "annual assessments shall be made at 100 percent of fair market value." The Board of Supervisors adopts the tax rate in April of each year and that rate is then applied to two subsequent billings – one due on June 5th and one due on December 5th.

The County's Board of Supervisors has maintained a flat real estate tax rate of \$0.53 per \$100 assessed value since 2007. The rate was lowered at the beginning of the four-year downturn, from 2009 to 2013. The FY2021 budget was developed and balanced using the \$0.53 rate. The FY2022 budget is also based on a rate of \$0.53.

From the assessments, the County is projecting \$31,537,364 in current real estate tax collections for FY2022. After the Tuckahoe Creek Service District shared revenue, net County is \$29,437,364, an increase of \$3,632,421 from the FY2021 adopted budget. This revenue estimate is based on the January 2021 reassessments of existing properties of 6.9% and new construction of 1.5% and are reflections of solid growth in real estate tax revenues which is our primary funding source. After this the estimate was reduced for the potential economic impacts of the pandemic.

The real estate tax relief for the elderly and disabled program provides relief from real estate taxes for elderly or disabled individuals who satisfy certain income and net worth criteria. In FY2011, this program was expanded to include disabled veterans. In FY2020 the relief was increased from \$800 to \$900. FY2022 is budgeted for \$500,000 as a revenue source. The funding has an offsetting equal expense in the Health and Welfare category.

The annual real estate tax levy also provides direct support for servicing the Tuckahoe Creek Service District (TCSD) water and sewer infrastructure debt. Currently 55% of the incremental real estate tax growth from the 2004 baseline (excluding most residential properties) is redirected each year from the general fund to the TCSD debt fund. The FY2022 budget includes a \$2,100,000 revenue sharing deduction from real estate taxes.

#### **Personal Property Taxes**

Personal property taxes are assessed on various classes of personal property. Rates for tax year 2022 vary from \$0.40 to \$4.00 per \$100 of assessed value depending on the property type. The Commissioner of the Revenue administers personal property taxes and keeps record of a property's assessed value. The largest class of personal property is passenger automobiles and trucks, which are due annually on June 5th and December 5th.

The FY2022 budget for current personal property taxes (excluding personal property tax relief for vehicle, which is listed separately as a State revenue source) is \$13,600,000, an increase of \$2,500,000 or 22.5% from the FY2021 adopted figure.

#### **Other Property Taxes and Penalties and Interest**

The remainder of the property tax portfolio – delinquent property taxes, machinery and tools taxes, and penalties and interest – is budgeted for a net increase of \$377,010 in FY2022.

### **Other Local Taxes**



The “other local tax” category includes all locally assessed taxes other than property taxes. Other local taxes represent 11.5% of the general fund budget in FY2022 at a combined \$7,565,000. Major revenue sources within the other local tax category include the local sales tax, the business professional and occupational license tax (BPOL), consumer utility taxes, and bank stock taxes.

#### **Local Sales Tax**

The local option sales tax is a one percent tax on the sale of most goods within the County. The Commonwealth of Virginia collects a four percent tax for a total sales tax of five percent. Both the local option and the state sales taxes are collected at the point of sale. The Virginia Department of Taxation remits the local option sales tax back to the County on a monthly basis.

The FY2022 budget projects local-option sales tax receipts of \$4,200,000 representing a \$900,000 increase from the adopted FY2021 amount. Annual collections from this source have been growing somewhat in recent years.

#### **Business Professional and Occupational License (BPOL) Tax**

The BPOL tax is a tax on the gross receipts of businesses which operate in Goochland County. The tax is due annually on March 1st and must be paid before a business can receive a business license. The amount of BPOL revenue the County receives in any given fiscal year is dependent on the gross receipts of businesses in the prior calendar year. For FY2022, Business Professional and Occupational License revenue is budgeted at \$1,200,000, an increase of \$300,000 from the FY2021 budget based on the potential economic impact as businesses reopen from the pandemic.

#### **Consumer Utility Taxes**

Consumer utility taxes are collected on gas and electric services provided to Goochland residents and businesses. The FY2022 budget includes \$515,000 in utility taxes.

#### **Additional Local Taxes**

Taxes in this category include the consumption tax, bank stock tax, local recordation taxes, and transient occupancy taxes. The taxes in this category are budgeted at \$1,650,000 in FY2022. Collections from the recordation taxes are budgeted at \$900,000, which represents a \$300,000 increase over FY2021.

#### **Other Local Sources**

Goochland County receives other local, non-tax revenue from a variety of sources. These categories include permits and fees, fines and forfeitures, use of money and property, charges for services, and recovered costs and miscellaneous revenues. All together, these other local sources total \$2,823,080 or 4.3% of the general fund budget.

#### **Permits, Fees, and Licenses**

The County generates local revenue from charges for building permits, planning permits, and several other miscellaneous licenses and fees, such as fire permits and dog licenses. The FY2022 total is \$487,500 higher than the FY2021. The increase is primarily due to building permit fees partially offset by a decrease in use of money.

#### **Fines and Forfeitures and Use of Money and Property**

These two revenue categories are expected to generate \$196,000 in FY2022, a decrease of \$704,000, from their combined FY2021 budget. The decrease is attributable primarily due to lowered interest rates.

#### **Charges for Services**

The service charges category includes revenue received by the County for direct services provided to citizens. The vast majority of service charge revenue is from Emergency Medical Service (EMS) transport provided by Fire-Rescue. Most of the EMS funds are recovered from insurance companies, Medicare, and Medicaid, representing \$800,000 of the FY2022 budget. Other revenues in the service charge category include parks and recreation fees, refuse collection fees from the Convenience Centers, and Courthouse Security fees.

#### **Recovered Costs and Miscellaneous Revenues**

Recovered costs and miscellaneous revenues include reimbursements from enterprise funds, homeowner associations for curbside recycling, and proceeds from recycled materials at the Convenience Centers. Revenues for FY2022 are primarily flat for FY2021.

### **STATE REVENUES**



Goochland County receives funding from the Commonwealth in several areas, adding to approximately \$6.6 million per year. The largest state revenue in the general fund is personal property tax relief reimbursement, with salary and benefits reimbursements for state-supported positions making up most of the remainder.

#### **Personal Property Tax Relief Reimbursement**

In 1998, the Commonwealth of Virginia began its Personal Property Tax Relief Act (PPTRA) program, under which Virginia residents would pay a decreasing percentage of the personal property tax on their qualifying personal vehicles. The original intent of PPTRA was to provide 100 percent reimbursements of personal property taxes beginning in 2002. However, fiscal constraints at the state level prevented the full implementation of the reimbursement and statewide relief has been capped at \$950 million. Goochland's share of the \$950 million is expected to remain at \$2,853,012, a figure that has remained constant for many years.

#### **Compensation Board Shared Expenses**

Historically, the Commonwealth of Virginia has supported a sizable portion of the expenses of local constitutional officers across the state, including the offices of the Sheriff, Commonwealth Attorney, Clerk of Circuit Court, Treasurer, and Commissioner of the Revenue in Goochland County.

#### **Communications Taxes**

Local taxes associated with the telecommunications industry were impacted by State legislation in 2007, as several revenue sources were replaced with the communications tax. These taxes are now received through monthly distributions from the Commonwealth. For FY2022, communications tax revenue is budgeted at \$725,000.

### **FEDERAL REVENUES**

Federal revenue for local operations is budgeted at \$1,686,644 in FY2022. The majority of these funds are received as a centralized services reimbursement through the Virginia Department of Social Services according to an annual cost allocation report.

### **OTHER FUNDING SOURCES**

#### **Use of Fund Balance and Transfers**

During the past several years, Goochland County's general fund budget has been balanced using transfers from various reserves, typically generated in prior years and identified by the Board of Supervisors well in advance of budget approval. The FY2022 budget is supported by \$100,000 in transfers for Social Services from their fund reserves.

# General Fund Expenditures

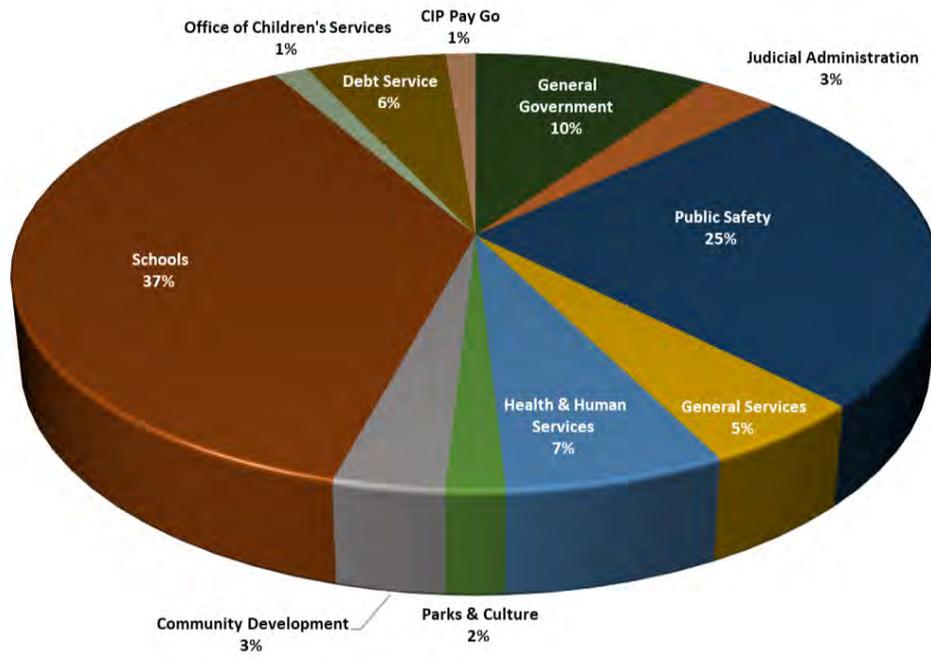
## Summary By Function & Department

### FY2022 Adopted Budget

DEPARTMENTS		FY2020 ACTUAL	FY2021 ORIGINAL BUDGET	FY2022 ADOPTED	INCREASE (DECREASE) to FY2021	% INC -DEC to FY2021
<b>GENERAL GOVERNMENT</b>						
1001101	BOARD OF SUPERVISORS	169,571	198,425	197,766	(659)	-0.3%
1001201	COUNTY ADMINISTRATOR	632,501	644,878	744,681	99,803	15.5%
1001204	COUNTY ATTORNEY	390,414	415,910	427,959	12,049	2.9%
1001205	HUMAN RESOURCES	256,238	283,012	290,940	7,928	2.8%
1001209	COMMISSIONER OF REVENUE	436,535	450,439	481,490	31,051	6.9%
1001210	COUNTY ASSESSOR	477,283	505,326	612,921	107,595	21.3%
1001213	TREASURER	456,023	552,838	585,754	32,916	6.0%
1001215	FINANCE	471,613	494,424	532,324	37,900	7.7%
1001216	PURCHASING	106,193	111,993	118,261	6,268	5.6%
1001220	INFORMATION SYSTEMS	1,202,255	1,238,271	1,551,391	313,120	25.3%
1001302	REGISTRAR	235,685	288,586	313,831	25,245	8.7%
1009900	NONDEPARTMENTAL	267,878	663,116	523,175	(139,941)	-21.1%
<b>GENERAL GOVERNMENT Total</b>		<b>5,102,189</b>	<b>5,847,218</b>	<b>6,380,493</b>	<b>533,275</b>	<b>9.1%</b>
<b>JUDICIAL ADMIN</b>						
1002101	CIRCUIT COURT	36,861	39,370	40,642	1,272	3.2%
1002102	GENERAL DISTRICT COURT	18,408	23,617	17,750	(5,867)	-24.8%
1002106	CLERK OF CIRCUIT COURT	625,033	622,871	657,050	34,179	5.5%
1002107	SHERIFF COURT RELATED	515,365	591,569	729,410	137,841	23.3%
1002201	COMMONWEALTH ATTORNEY	540,852	564,290	679,312	115,022	20.4%
<b>JUDICIAL ADMIN Total</b>		<b>1,736,519</b>	<b>1,841,717</b>	<b>2,124,164</b>	<b>282,447</b>	<b>15.3%</b>
<b>PUBLIC SAFETY</b>						
1003102	SHERIFF	3,530,704	4,039,010	5,159,538	1,120,528	27.7%
1003202	FIRE & RESCUE	4,893,044	5,599,565	6,776,799	1,177,234	21.0%
1003203	EMER PLANNING FIRE GRANT	144,189	139,032	145,217	6,185	4.4%
1003304	CORRECTION & DETENTION	453,184	434,412	511,160	76,748	17.7%
1003401	BUILDING INSPECTIONS	762,249	772,692	806,965	34,273	4.4%
1003501	ANIMAL PROTECTION	552,459	605,354	805,638	200,284	33.1%
1003505	EMERGENCY COMMUNICATION	1,041,344	1,074,665	1,234,001	159,336	14.8%
1003506	SHERIFF GRANTS	15,907	35,000	35,000	-	0.0%
1003558	EMERGENCY TECHNOLOGY SVC	347,153	536,700	602,000	65,300	12.2%
<b>PUBLIC SAFETY Total</b>		<b>11,740,232</b>	<b>13,236,430</b>	<b>16,076,318</b>	<b>2,839,888</b>	<b>21.5%</b>
<b>GENERAL SERVICES</b>						
1004204	CONVENIENCE CENTER	995,780	960,531	1,204,276	243,745	25.4%
1004302	GENERAL SERVICES	1,228,913	1,252,002	1,395,541	143,539	11.5%
1004304	GROUND MANAGEMENT	550,203	575,514	664,254	88,740	15.4%
<b>GENERAL SERVICES Total</b>		<b>2,774,896</b>	<b>2,788,047</b>	<b>3,264,071</b>	<b>476,024</b>	<b>17.1%</b>

<b>HEALTH &amp; HUMAN SERVICES</b>						
1005100	CONTRIBUTIONS	69,830	67,706	74,290	6,584	9.7%
1005101	HEALTH DEPARTMENT	273,978	287,902	289,867	1,965	0.7%
1005202	COMMUNITY SERVICES	279,584	302,010	301,010	(1,000)	-0.3%
1005301	TAX RELIEF FOR THE ELDERLY	480,924	490,000	500,000	10,000	2.0%
1005312	GOOCHLAND CARES	191,999	198,000	198,000	-	0.0%
1405301	ADMIN/DIRECT SERVICES -DSS	1,811,462	1,910,389	1,892,260	(18,129)	-0.9%
1405302	PUBLIC ASSISTANCE	352,416	418,500	512,500	94,000	22.5%
1405303	COMMUNITY ACTION ADMIN	10,551	30,100	30,100	-	0.0%
1405304	COMMUNITY ACTION TANF	92,107	93,750	93,750	-	0.0%
1405305	COMMUNITY ACTION CSBG	177,636	161,575	269,730	108,155	66.9%
1405309	PURCHASED SERVICES	136,355	154,384	174,000	19,616	12.7%
<b>HEALTH &amp; HUMAN SERVICES Total</b>		<b>3,876,842</b>	<b>4,114,316</b>	<b>4,335,507</b>	<b>221,191</b>	<b>5.4%</b>
<b>CULTURE &amp; LEISURE</b>						
1007104	PARKS & RECREATION	589,892	616,231	688,678	72,447	11.8%
1007302	PAMUNKEY REG LIBRARY	454,514	465,456	466,151	695	0.1%
<b>CULTURE &amp; LEISURE Total</b>		<b>1,044,406</b>	<b>1,081,687</b>	<b>1,154,829</b>	<b>73,142</b>	<b>6.8%</b>
<b>COMMUNITY DEVELOPMENT</b>						
1008100	COMMUNITY DEVELOPMENT	167,625	180,322	187,767	7,445	4.1%
1008101	PLANNING	565,030	669,603	879,066	209,463	31.3%
1008103	ENVIRONMENTAL	358,678	411,538	423,208	11,670	2.8%
1008105	ECONOMIC DEVELOPMENT	278,495	317,736	325,342	7,606	2.4%
1008150	PAYMENT TO EDA	226,014	275,000	300,000	25,000	9.1%
1008301	VPI EXTENSION PROGRAM	37,136	63,953	71,493	7,540	11.8%
<b>COMMUNITY DEVELOPMENT Total</b>		<b>1,632,978</b>	<b>1,918,152</b>	<b>2,186,876</b>	<b>268,724</b>	<b>14.0%</b>
<b>DEBT SERVICE</b>						
1009103	DEBT SERVICE	3,388,557	2,701,000	3,797,515	1,096,515	40.6%
<b>DEBT SERVICE Total</b>		<b>3,388,557</b>	<b>2,701,000</b>	<b>3,797,515</b>	<b>1,096,515</b>	<b>40.6%</b>
<b>TRANSFERS</b>						
1009901	CAPITAL IMPROVEMENTS PAY GO	5,079,822	-	800,000	800,000	100.0%
1009901	OFFICE OF CHILDREN'S SERVICES	645,207	900,000	900,000	-	0.0%
1009901	SCHOOLS	22,331,546	23,330,000	24,500,000	1,170,000	5.0%
<b>TRANSFERS Total</b>		<b>28,056,575</b>	<b>24,230,000</b>	<b>26,200,000</b>	<b>1,970,000</b>	<b>8.1%</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>		<b>59,353,195</b>	<b>57,758,567</b>	<b>65,519,773</b>	<b>7,761,206</b>	<b>13.4%</b>

## FY2022 Adopted General Fund Expenditures \$65.5M





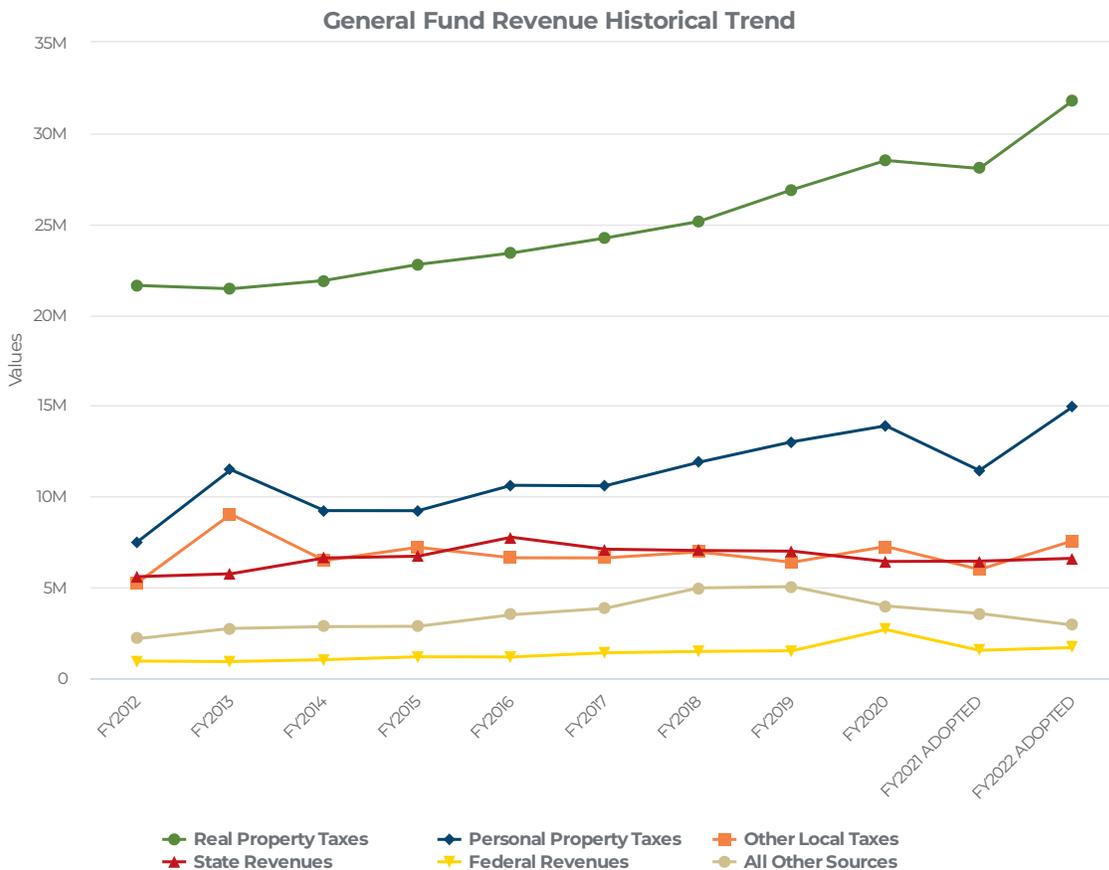
# GENERAL FUND REVENUE HISTORICAL TREND

## Historical Actuals, FY2021 & FY2022 Adopted Budget

(For Comparability the Budgets include DSS)

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21** Adopted	FY22 Adopted
Real Property Taxes	22,775,582	23,405,032	24,231,347	25,139,802	26,893,000	28,503,806	28,057,943	31,797,364
Personal Property Taxes	9,221,003	10,619,308	10,590,965	11,885,258	13,016,469	13,896,103	12,168,500	14,948,510
Other local taxes	7,207,801	6,628,616	6,622,197	6,952,062	6,380,920	7,251,410	5,985,000	7,565,000
State revenues	6,716,446	7,762,328	7,103,396	7,031,202	6,994,306	6,427,035	6,445,262	6,599,175
Federal revenues	1,180,144	1,169,312	1,398,100	1,473,913	1,512,296	2,680,282	1,535,772	1,686,644
All other sources	2,857,900	3,493,098	3,847,192	4,968,765	5,044,752	3,978,043	3,566,090	2,923,080
<b>Total</b>	<b>49,958,876</b>	<b>53,077,694</b>	<b>53,793,197</b>	<b>57,451,002</b>	<b>59,841,743</b>	<b>62,736,679</b>	<b>57,758,567</b>	<b>65,519,773</b>

\*\* Goochland County takes a conservative approach to budgeting. Due to the pandemic of 2020, the Board of Supervisors decreased all revenue estimates and cut expenditure budgets in the best interests of the Citizen's of Goochland County, Virginia.





## GENERAL FUND LONG RANGE FORECAST

One of Goochland County's operating budget policies is to annually prepare a long range forecast for the general fund, which include three additional projection years beyond the two-year budget approved by the Board of Supervisors in April. These forecasts take into account the operating impact of projects included in the Capital Improvement Program (CIP) and Debt Service. The projected development and growth following the County's 2035 Comprehensive Plan is much stronger than these projections. The growth rate used is conservative, and less than the actual 10 year historical growth rate. The historical rate also includes the impact of the latest recession, the 2020 pandemic, and the economic resurgence in Goochland due to the property value growth rate.

### General Fund Long Range Forecast

	FY2022 Adopted	FY2023 Projected	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected
General Property Taxes	46,745,874	49,550,626	51,532,651	53,593,958	55,737,716	57,967,224
Other Local Taxes	7,565,000	7,791,950	8,025,709	8,186,223	8,349,947	8,516,946
Permits, Fees, and Licenses	1,366,000	1,393,320	1,421,186	1,449,610	1,478,602	1,508,174
Fines and Forfeitures	46,000	46,920	47,858	70,000	70,000	70,000
Revenue from Use of Money and Property	150,000	153,000	156,060	159,181	162,365	165,612
Charges for Services	979,590	999,182	1,019,165	1,029,357	1,049,944	1,070,943
Miscellaneous and Recovered Costs	281,490	287,120	292,862	298,719	304,694	310,788
State	6,599,175	6,665,167	6,731,818	6,799,137	6,867,128	6,935,799
Federal	1,686,644	1,703,510	1,720,546	1,737,751	1,755,129	1,772,680
Planned Use of Assigned Balance	100,000	-	-	-	-	-
<b>Total General Fund Revenues</b>	<b>65,519,773</b>	<b>68,590,795</b>	<b>70,947,856</b>	<b>73,323,936</b>	<b>75,775,525</b>	<b>78,318,167</b>
General Government	5,857,318	6,150,184	6,394,136	6,585,960	6,783,539	7,016,288
Judicial	2,124,164	2,209,131	2,231,222	2,275,846	2,321,363	2,367,790
Public Safety	16,076,318	16,952,213	17,969,346	18,879,382	19,852,593	20,854,018
General Services	3,264,071	3,427,275	3,530,093	3,635,996	3,745,075	3,857,428
Health & Human Services (includes DSS)	4,335,507	4,508,927	4,599,106	4,737,079	4,879,191	5,025,567
Culture and Leisure	1,154,829	1,201,022	1,225,043	1,261,794	1,299,648	1,338,637
Community Development	2,186,876	2,296,220	2,342,144	2,412,409	2,484,782	2,559,326
Debt Service	3,797,515	3,861,490	3,900,000	3,900,000	3,900,000	3,900,000
Countywide	523,175	549,334	560,017	576,818	594,122	611,946
Transfer to Schools	24,500,000	25,725,000	26,476,749	27,271,052	28,089,183	28,931,858
Transfer to Office of Children's Services	900,000	910,000	920,000	947,600	976,028	1,005,309
Transfer to CIP Paygo	800,000	800,000	800,000	840,000	850,000	850,000
<b>Total Expenditures</b>	<b>65,519,773</b>	<b>68,590,795</b>	<b>70,947,856</b>	<b>73,323,936</b>	<b>75,775,525</b>	<b>78,318,167</b>

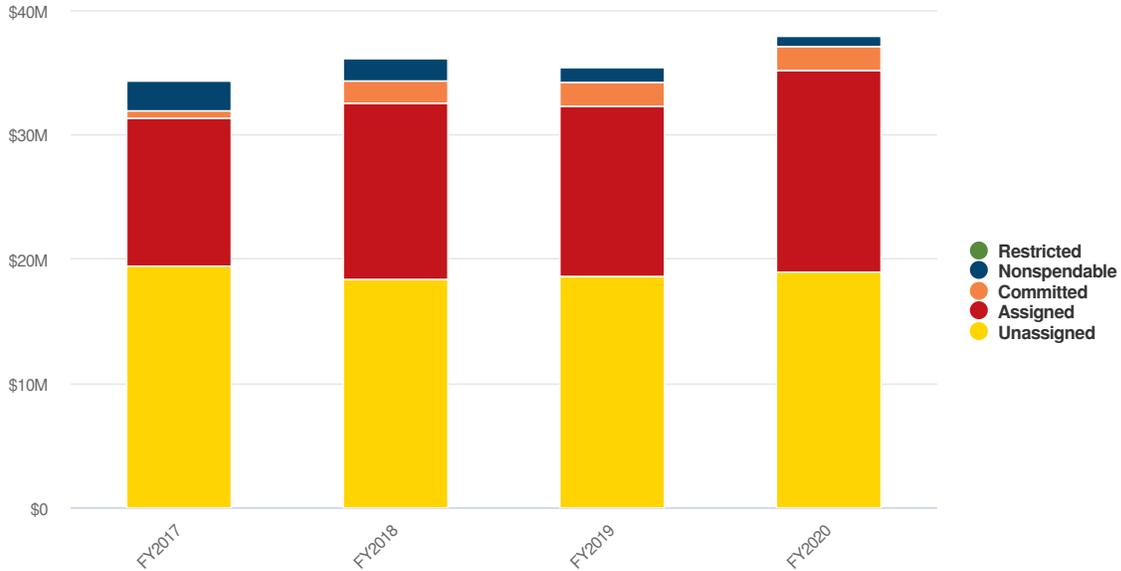




## Fund Balance

This is the recent history of Goochland County's General Fund Balance, consistent with how the balance sheet (Exhibit 3) is shown in the County's Comprehensive Annual Financial Report as of June 30th at the end of each fiscal year. Estimates for the current fiscal year, and the upcoming biennial budget are also shown for reference purposes. The estimated Unassigned General Fund Balance, compared to the Financial Policy Guideline of the Board of Supervisors, is also shown in the chart below.

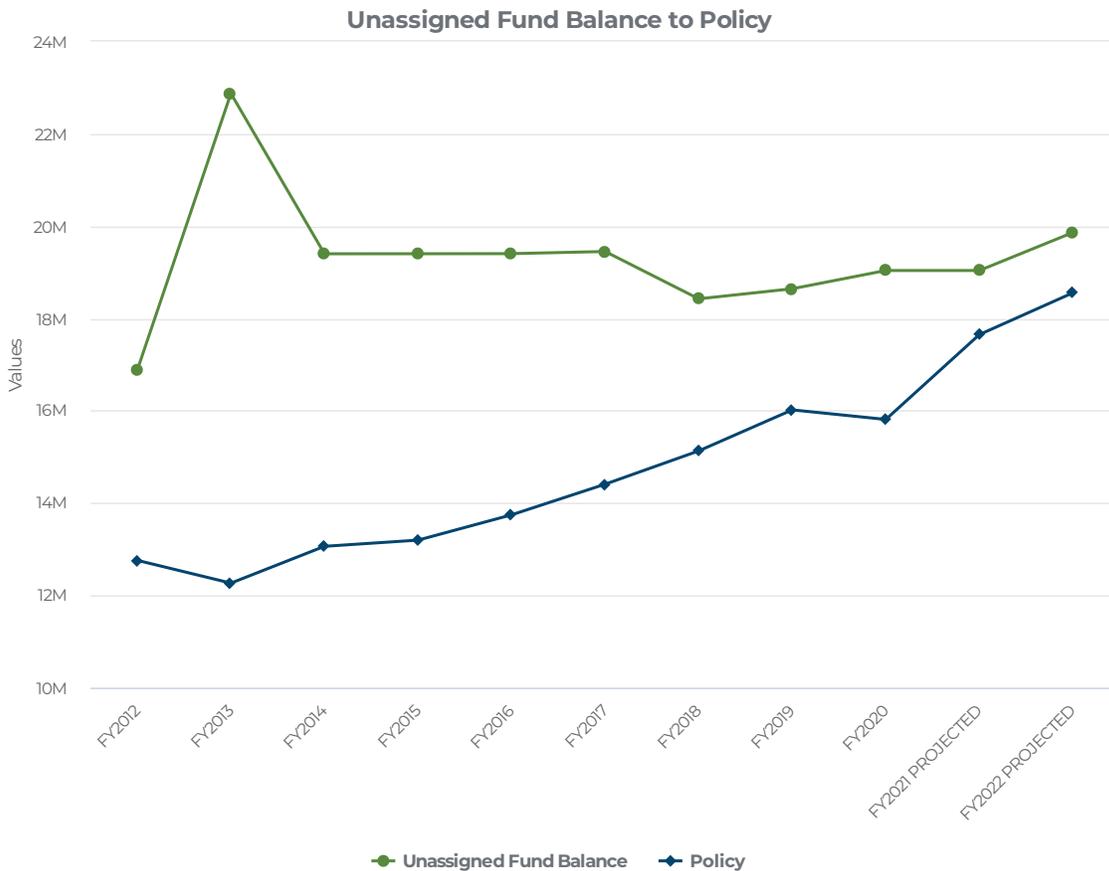
Fund Balance Projections



	FY2017	FY2018	FY2019	FY2020	% Change	\$ Change
<b>Fund Balance</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>		
Unassigned	\$19,450,499	\$18,425,513	\$18,643,136	\$19,038,866	2.1%	\$395,730
Assigned	\$11,954,116	\$14,083,500	\$13,625,600	\$16,141,374	18.5%	\$2,515,774
Committed	\$580,000	\$1,815,700	\$1,922,345	\$1,922,345	0%	\$0
Restricted	\$55,239	\$22,520	\$25,583	\$33,360	30.4%	\$7,777
Nonspendable	\$2,418,981	\$1,890,095	\$1,290,362	\$803,978	-37.7%	\$-486,384
<b>Total Fund Balance:</b>	<b>\$34,458,835</b>	<b>\$36,237,328</b>	<b>\$35,507,026</b>	<b>\$37,939,923</b>	<b>6.9%</b>	<b>\$2,432,897</b>

## Projected Fund Balance General Fund

	FY2020 Actual	FY2021 Estimate	FY2022 Adopted
Beginning Total Fund Balance			\$ 38,220,119
Less: Planned Uses at Budget Adoption			(4,271,000)
Estimated Additions Less Other Uses			(1,000,000)
Potential Tax Revenue above Budget			6,000,000
Nonspendable	\$ 803,978	\$ 304,234	\$ 19,086,659
Restricted	33,360	33,360	
Committed	1,922,345	2,007,000	
Assigned	16,141,374	16,836,659	
Unassigned Balance	<u>19,038,866</u>	<u>19,038,866</u>	<u>19,862,460</u>
Total Fund Balance	\$ 37,939,923	\$ 38,220,119	\$ 38,949,119
<i>Unassigned Policy Target: 25% of Budget</i>	<i>\$ 15,812,290</i>	<i>\$ 17,651,002</i>	<i>\$ 18,556,174</i>



## Fund Balances for Appropriated Governmental Funds

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 <sup>3</sup> Adopted	FY2022 <sup>3</sup> Adopted
<b>General Fund</b>						
Estimated Beginning Fund Balance	\$ 34,385,822	\$ 34,458,838	\$ 36,237,328	\$ 35,507,026	\$ 37,939,923	\$ 38,220,11
Net Change in Fund Balance	73,016	1,778,490	(730,302)	2,432,897	280,196	729,00
Estimated Ending Fund Balance	\$ 34,458,838	\$ 36,237,328	\$ 35,507,026	\$ 37,939,923	\$ 38,220,119	\$ 38,949,11
Unassigned Fund Balance	\$ 19,450,499	\$ 18,425,513	\$ 18,643,136	\$ 19,038,866	\$ 19,862,460	\$ 19,862,46
Net Operating Revenues	52,395,623	55,604,977	58,293,633	62,736,679	64,200,000	66,690,96
Est. Unassigned Fund Balance as % of Net Operating Revenues	37.1%	33.1%	32.0%	30.3%	30.9%	29.8%
<b>Capital Projects Fund<sup>1</sup></b>						
Estimated Beginning Fund Balance	8,252,623	14,281,371	12,265,060	11,728,523	11,541,722	11,541,72
Net Change in Fund Balance	6,028,748	(2,016,311)	(536,537)	(186,801)	-	-
Estimated Ending Fund Balance	14,281,371	12,265,060	11,728,523	11,541,722	11,541,722	11,541,72
<b>Office of Children's Services Fund<sup>2</sup></b>						
Estimated Beginning Fund Balance	58,629	58,102	69,585	83,411	157,196	74,19
Net Change in Fund Balance	(527)	11,483	13,826	73,785	(83,000)	2,22
Estimated Ending Fund Balance	58,102	69,585	83,411	157,196	74,196	76,42
<b>Schools</b>						
Estimated Beginning Fund Balance	233,205	903,205	776,416	1,115,667	505,938	464,45
Net Change in Fund Balance	670,000	(126,789)	339,251	(609,729)	(41,487)	38,54
Estimated Ending Fund Balance	903,205	776,416	1,115,667	505,938	464,451	502,99

<sup>1</sup> Net changes in fund balance for Capital Projects Fund cannot be projected accurately based on the nature of multi-year projects.

<sup>2</sup> Net change in fund balance in FY 2021 due to a decrease in County funding.

<sup>3</sup> The net change in fund balance, unassigned fund balance, and net operating revenues are estimates.

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# DEPARTMENTS

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# ANIMAL PROTECTION

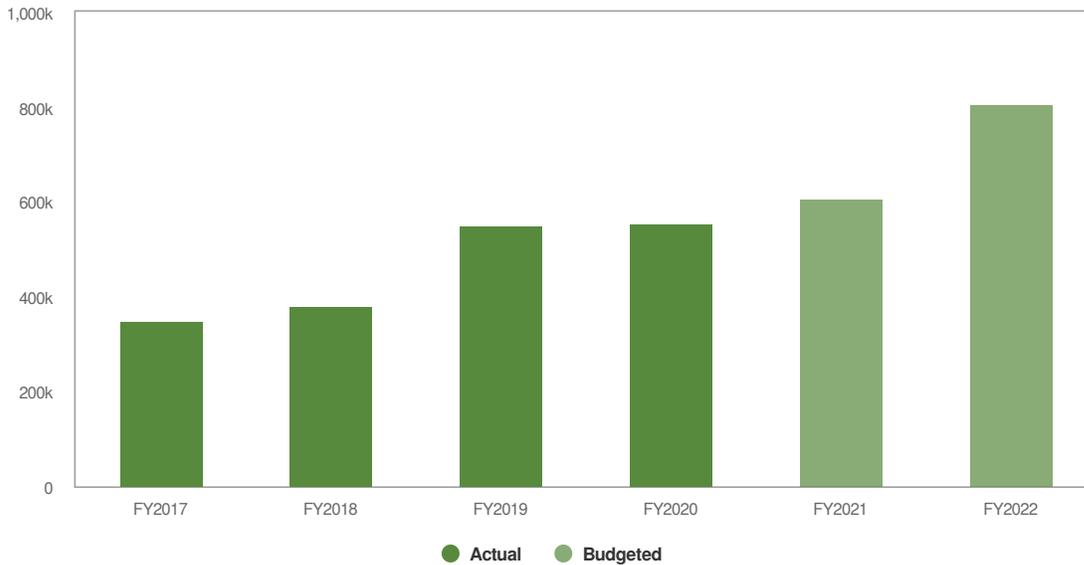
**Tim Clough**  
Animal Control Director

The Department of Animal Protection provides Public Safety services for the County. Animal Protection Officers provide around the clock services for citizens 365 days a year. Officers enforce all state and local animal welfare laws. Officers work to prevent the spread of rabies to humans and domestic animals. Officers investigate all dog bites and potential dangerous/vicious dog cases. Officers ensure, through education and disciplinary actions, that all domestic animals in the County are provided adequate care and are treated humanely. Officers confine all stray domestic animals and impound them at the Animal Shelter. The Shelter Supervisor and Shelter staff, with the assistance of Officers and volunteers, maintain the Animal Shelter and find permanent homes for unclaimed animals through adoptions to citizens and networking with animal rescue organizations.

## Expenditures Summary

**\$805,638** **\$200,284**  
(33.09% vs. prior year)

ANIMAL PROTECTION Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	7	7	9	8
Part-time positions	2	2	2	2

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Salaries and Benefits	\$462,677	\$500,384	\$581,798	16.3%	\$81,414
Operating Expenses	\$89,782	\$104,970	\$223,840	113.2%	\$118,870
<b>Total General Fund:</b>	<b>\$552,459</b>	<b>\$605,354</b>	<b>\$805,638</b>	<b>33.1%</b>	<b>\$200,284</b>

## Explanation of Changes

The increase in personnel expense is due to the addition of a new full-time employee, and the normal salary and benefit increases. The operating expense increase is primarily due to increases in professional services, repairs and maintenance, and medical supplies.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$317,566	\$314,301	\$366,078	16.5%	\$51,777
OVERTIME	\$12,757	\$12,000	\$12,000	0%	\$0
SALARIES - PART TIME	\$2,569	\$30,000	\$30,900	3%	\$900
ON CALL PAY	\$0	\$8,000	\$8,000	0%	\$0
FICA BENEFITS	\$23,947	\$27,257	\$31,899	17%	\$4,642
VRS BENEFITS PLAN 1&2 EMPLS	\$28,046	\$31,084	\$36,205	16.5%	\$5,121
HOSPITAL/MEDICAL (HMP) BENEFIT	\$68,836	\$68,436	\$85,848	25.4%	\$17,412
GROUP LIFE INSURANCE	\$4,111	\$4,211	\$4,905	16.5%	\$694
WORKER'S COMPENSATION	\$4,845	\$5,095	\$5,963	17%	\$868
<b>Total Salaries and Benefits:</b>	<b>\$462,677</b>	<b>\$500,384</b>	<b>\$581,798</b>	<b>16.3%</b>	<b>\$81,414</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$4,255	\$4,200	\$5,650	34.5%	\$1,450
PROFESSIONAL SVC	\$10,681	\$19,850	\$37,310	88%	\$17,460
REPAIRS & MAINT	\$4,740	\$5,000	\$16,500	230%	\$11,500
SITE IMPROVMENTS	\$0	\$500	\$1,500	200%	\$1,000
WATER/SEWER SERVICES	\$739	\$0	\$0	0%	\$0
TELECOMMUNICATIONS	\$7,874	\$800	\$800	0%	\$0
WIRELESS/CELLULAR	\$4,257	\$4,400	\$5,830	32.5%	\$1,430
SOFTWARE/LICENSES	\$2,340	\$4,200	\$5,000	19%	\$800
OFFICE SUPPLIES	\$1,596	\$1,300	\$1,575	21.2%	\$275
MEDICAL & LAB	\$0	\$500	\$34,023	6,704.6%	\$33,523
VEHICLE/POWER EQUIP SUPPLIES	\$3,624	\$4,800	\$2,500	-47.9%	-\$2,300
DOG LICENSE TAG	\$1,233	\$2,500	\$1,500	-40%	-\$1,000
SAFETY SUPPLIES	\$6,160	\$6,000	\$6,000	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
COMMUNICATION EQUIP-SUPPLIES			\$3,200	N/A	\$3,200
VEHICLE TIRES	\$1,545	\$3,000	\$4,000	33.3%	\$1,000
COMPUTER EQUIP -NON CAPITAL	\$6,073	\$4,000	\$9,500	137.5%	\$5,500
ANIMAL SHELTER FOOD SUPPLIES	\$62	\$1,500	\$1,500	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$345	\$1,140	\$2,000	75.4%	\$860
EDUCATION-TUITION/REGISTRAT	\$200	\$2,000	\$4,300	115%	\$2,300
CONTRACTED SUPPORT SERVICES	\$15,000	\$15,000	\$15,000	0%	\$0
DUES & MEMBERSHIPS	\$0	\$200	\$200	0%	\$0
CLAIMS & BOUNTIES	\$0	\$200	\$200	0%	\$0
JANITORIAL SUPPLIES	\$856	\$0	\$1,500	N/A	\$1,500
FUEL	\$16,359	\$18,000	\$21,600	20%	\$3,600
MOTOR VEHICLES & EQUIPMENT	\$418	\$3,000	\$39,800	1,226.7%	\$36,800
LEASE/RENT EQUIPMENT	\$1,426	\$2,880	\$2,852	-1%	-\$28
<b>Total Operating Expenses:</b>	<b>\$89,782</b>	<b>\$104,970</b>	<b>\$223,840</b>	<b>113.2%</b>	<b>\$118,870</b>
<b>Total Expense Objects:</b>	<b>\$552,459</b>	<b>\$605,354</b>	<b>\$805,638</b>	<b>33.1%</b>	<b>\$200,284</b>

## Aligning with County Strategic Goals

The Department of Animal Protection is a Public Safety Department. Animal Protection provides excellence in customer service at the Animal Shelter and in the field when responding to citizen's calls for service. Animal Protection maintains an annual budget with sound financial management policies.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government: emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Continue to provide Public Safety services while striving to reduce response times.
- Continuing to find forever homes for all adoptable animals entering the Animal Shelter.
- Continue to reduce the number of rabies incidents in domestic animals through education, law enforcement, and providing periodic low-cost rabies clinics.
- Strengthening the Animal Ambassador Volunteer program as COVID related restrictions are lifted.

## Agency Performance Measures

NAME OF MEASURE	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Number of animals impounded at the Animal Shelter	448	768	791
Number of Animals Adopted	166	342	352
Number of Calls for Service	1894	1932	1951
Number of Calls for Service per Animal Control Officer	379	386	325
Number of Notices to Comply issued	166	180	195

## Agency Highlights

The Shelter Supervisor and Shelter Staff, through relationships with local media, social media, and a networking group of animal rescue organizations, continue to find forever homes for all adoptable animals entering the Animal Shelter.

Through a relationship with the Staff Veterinarians and local veterinarian clinics, all animals entering the Animal Shelter receive routine and emergency veterinarian care.

First fiscal year operating in the new Animal Shelter and Adoption Center achieving an over one hundred percent increase in the number of animals adopted from the facility.

## Future Outlook

With an increase in residential growth, there is an expected increase in domestic animal populations. Citizens have an increased expectation of compliance with and enforcement of local animal welfare ordinances. Increased call volumes and animal intake in the shelter will require an increased emphasis on volunteer engagement, recruitment, and management.

# BOARD OF SUPERVISORS

Goochland County is governed by a five-member Board of Supervisors (Board). The Board sets County policies, adopts ordinances, appropriates funds, approves land rezoning and special exceptions to the Zoning Ordinance, and carries out other responsibilities set forth in the Code of Virginia. The Board holds regularly scheduled business meetings throughout the year to carry out these duties. Public hearings held by the Board afford the public the opportunity to participate in the policymaking process. The Board has public comment sessions at its business meetings to receive input from residents and other stakeholders. Additionally, the Board has established standing committees to discuss and make recommendations on major items on which the Board takes action.

The Board appoints a County Administrator, who manages the County's daily operations; a County Attorney, who oversees the County's legal affairs; and various other advisory boards, committees, and commissions, such as the Planning Commission, which advises the Board on land use issues.

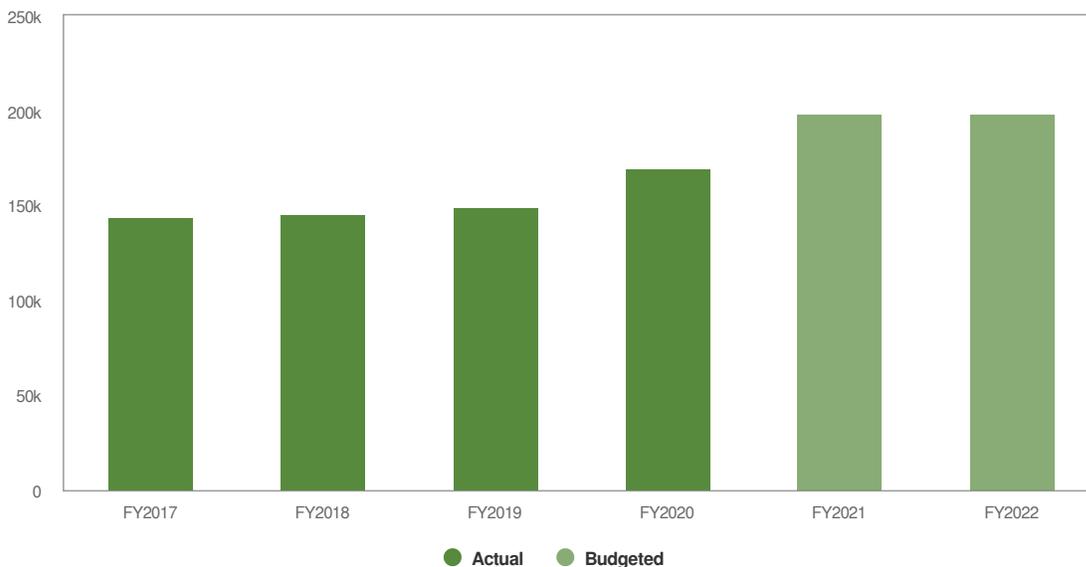
The Corporate Board Budget represents corporate funds for operating the Board of Supervisors' (Board) offices for the five Board members. The corporate board budget is allocated for Board member salaries, health and dental benefits, legal advertising, and other services.

Meeting schedules, agendas, and minutes are available at the County's website: [www.goochlandva.us](http://www.goochlandva.us)

## Expenditures Summary

**\$197,766** **-\$659**  
 (-0.33% vs. prior year)

BOARD OF SUPERVISORS Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	0	0	0	0
Part-time positions	5	5	5	5

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
General Government					
Board Of Supervisors					
Salaries and Benefits	\$109,488	\$124,230	\$125,466	1%	\$1,236
Operating Expenses	\$60,083	\$74,195	\$72,300	-2.6%	-\$1,895
<b>Total Board Of Supervisors:</b>	<b>\$169,571</b>	<b>\$198,425</b>	<b>\$197,766</b>	<b>-0.3%</b>	<b>-\$659</b>
<b>Total General Government:</b>	<b>\$169,571</b>	<b>\$198,425</b>	<b>\$197,766</b>	<b>-0.3%</b>	<b>-\$659</b>
<b>Total Expenditures:</b>	<b>\$169,571</b>	<b>\$198,425</b>	<b>\$197,766</b>	<b>-0.3%</b>	<b>-\$659</b>

## Explanation of Changes

The increase in personnel costs is due to the normal benefit increases. Operating costs decreased due to a decline in software licensing, partially offset by increases in printing, binding and advertising.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	FY2021 Budgeted vs. FY2022 Proposed Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$72,000	\$81,000	\$81,000	0%	\$0
FICA BENEFITS	\$4,840	\$6,197	\$6,197	0%	\$0
HOSPITAL/MEDICAL (HMP) BENEFIT	\$32,586	\$36,960	\$38,196	3.3%	\$1,236
WORKER'S COMPENSATION	\$62	\$73	\$73	0%	\$0
<b>Total Salaries and Benefits:</b>	<b>\$109,488</b>	<b>\$124,230</b>	<b>\$125,466</b>	<b>1%</b>	<b>\$1,236</b>
<b>Operating Expenses</b>					
PRINTING AND BINDING	\$12,381	\$14,300	\$15,000	4.9%	\$700
ADVERTISING	\$20,453	\$20,900	\$22,000	5.3%	\$1,100
POSTAGE	\$0	\$95	\$0	-100%	-\$95
WIRELESS/CELLULAR	\$3,188	\$3,375	\$3,400	0.7%	\$25
SOFTWARE/LICENSES	\$3,332	\$3,800	\$0	-100%	-\$3,800
OFFICE SUPPLIES	\$46	\$0	\$0	0%	\$0
BOOKS & SUBSCRIPTIONS	\$327	\$475	\$500	5.3%	\$25
FURN & FIXTURES-NON CAPITAL	\$480	\$950	\$500	-47.4%	-\$450
TRAVEL- MILEAGE	\$0	\$1,900	\$1,900	0%	\$0
MEALS/FOOD OTHER TRAINING	\$3,369	\$6,700	\$6,800	1.5%	\$100

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	FY2021 Budgeted vs. FY2022 Proposed Budget (\$ Change)
TRAVEL EXP - EDUCATION/TRAIN	\$145	\$950	\$950	0%	\$0
EMPLOYEE SERVICES	\$1,108	\$4,750	\$4,750	0%	\$0
DUES & MEMBERSHIPS	\$15,254	\$16,000	\$16,000	0%	\$0
WATER COOLERS	\$0	\$0	\$500	N/A	\$500
<b>Total Operating Expenses:</b>	<b>\$60,083</b>	<b>\$74,195</b>	<b>\$72,300</b>	<b>-2.6%</b>	<b>-\$1,895</b>
<b>Total Expense Objects:</b>	<b>\$169,571</b>	<b>\$198,425</b>	<b>\$197,766</b>	<b>-0.3%</b>	<b>-\$659</b>

## Agency Goals & Objectives

- To provide broad policy direction and oversight to the county administration pursuant to the laws of the United States, commonwealth, county, and other applicable regulations.
- To maintain minimum tax rates necessary to provide service levels which ensure a high quality of life for the citizens of Goochland County.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Regular board meetings held	13	13	13
Special board meetings & other	13	9	9
Adopt budget	4/16/2019	4/21/2020	4/20/2021

## Future Outlook

- COVID-19 pandemic
- Future budgets may not be able to rely on the growth in assessments seen this year; affordability of debt service
- Broadband – expansion into unserved areas
- Funding for road improvements
- Public safety needs combined with the loss of volunteers
- Growing community and population – increased calls for service
- Public Education funding from the Commonwealth and local needs
- Programs to assist residents in need with tax burdens

# BUILDING INSPECTIONS

Gary L. Fisher, CBO, MCP  
*Building Official*

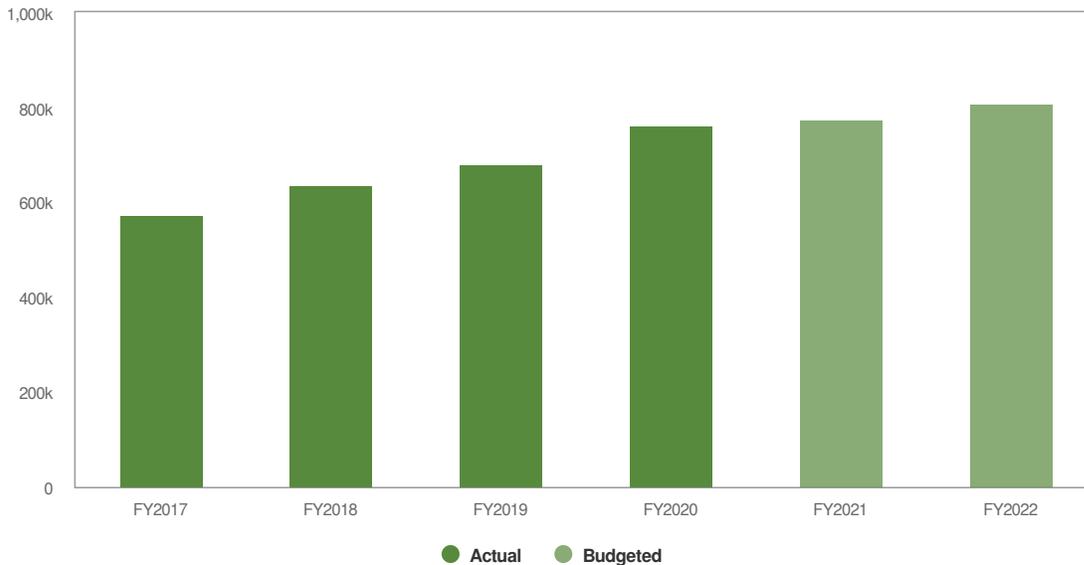
The Building Inspection Department's purpose is to preserve and promote the health, safety and welfare of the public through the regulation of the built environment in accordance with the Uniform Statewide Building Code. The Building Inspection Department fulfills this role by reviewing, and inspecting the structural, mechanical, electrical, plumbing and fire protection systems of buildings and structures in the County. This also includes insuring that the barrier-free provisions of state and federal legislation for the physically and aged population are adhered to. Department of Building Inspection staff report to the Building Official. The Director of Community Development oversees the department.

## Expenditures Summary

The only major change in this year's budget is an increase in the receipt of the 2% State Levy Tax. This is simply a pass-through, as the Department of Building Inspection does not keep this money but merely collects it and passes it along to the Department of Housing and Community Development for state-wide training purposes.

**\$806,965** **\$34,273**  
 (4.44% vs. prior year)

**BUILDING INSPECTIONS Proposed and Historical Budget vs. Actual**



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	9	9	10	9
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$669,689	\$698,392	\$710,465	1.7%	\$12,073
Operating Expenses	\$92,560	\$74,300	\$96,500	29.9%	\$22,200
<b>Total General Fund:</b>	<b>\$762,249</b>	<b>\$772,692</b>	<b>\$806,965</b>	<b>4.4%</b>	<b>\$34,273</b>

## Explanation of Changes

Personnel costs increased due to the normal salary and benefits changes. The operating increase is primarily due to the implementation of the new statewide building codes and costs associated with increasing permits issued.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$493,183	\$511,181	\$523,220	2.4%	\$12,039
FICA BENEFITS	\$36,133	\$39,105	\$40,026	2.4%	\$921
VRS BENEFITS PLAN 1& 2 EMPLS	\$43,885	\$50,555	\$51,747	2.4%	\$1,192
HOSPITAL/MEDICAL (HMP) BENEFIT	\$78,623	\$77,232	\$74,688	-3.3%	-\$2,544
GROUP LIFE INSURANCE	\$6,436	\$6,849	\$7,011	2.4%	\$162
WORKER'S COMPENSATION	\$11,430	\$13,470	\$13,773	2.2%	\$303
<b>Total Salaries and Benefits:</b>	<b>\$669,689</b>	<b>\$698,392</b>	<b>\$710,465</b>	<b>1.7%</b>	<b>\$12,073</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$2,159	\$3,000	\$1,500	-50%	-\$1,500
PROFESSIONAL SVC	\$0	\$5,000	\$5,000	0%	\$0
REPAIRS & MAINT	\$6,740	\$2,000	\$3,500	75%	\$1,500
PRINTING AND BINDING	\$0	\$300	\$500	66.7%	\$200
ADVERTISING	\$0	\$200	\$0	-100%	-\$200
EMPLOY BACKGROUND CHECK	\$0	\$100	\$0	-100%	-\$100
2% STATE LEVY FEE	\$28,568	\$20,000	\$30,000	50%	\$10,000
POSTAGE	\$935	\$700	\$1,000	42.9%	\$300
TELECOMMUNICATIONS	\$2,084	\$2,500	\$2,500	0%	\$0
WIRELESS/CELLULAR	\$5,241	\$4,600	\$6,000	30.4%	\$1,400
OFFICE SUPPLIES	\$6,308	\$5,000	\$6,000	20%	\$1,000
OFFICE SUPPLIES	\$156	\$0	\$200	N/A	\$200
VEHICLE/POWER EQUIP SUPPLIES	\$5	\$3,000	\$500	-83.3%	-\$2,500
SAFETY SUPPLIES	\$2,100	\$1,000	\$2,500	150%	\$1,500
SAFETY SUPPLIES	\$344	\$0	\$200	N/A	\$200
BOOKS & SUBSCRIPTIONS	\$1,553	\$3,000	\$15,000	400%	\$12,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
COMPUTER EQUIP -NON CAPITAL	\$2,300	\$3,000	\$2,000	-33.3%	-\$1,000
OPERATING SUPPLIES	\$0	\$500	\$1,500	200%	\$1,000
TRAVEL EXP - EDUCATION/TRAIN	\$2,244	\$3,000	\$2,500	-16.7%	-\$500
EDUCATION- TUITION/REGISTRAT	\$1,426	\$5,000	\$2,000	-60%	-\$3,000
DUES & MEMBERSHIPS	\$1,530	\$1,000	\$2,000	100%	\$1,000
REPAIR_MAINT	\$1,575	\$200	\$1,500	650%	\$1,300
FUEL	\$6,079	\$11,000	\$10,000	-9.1%	-\$1,000
MOTOR VEHICLES & EQUIPMENT	\$20,760	\$0	\$0	0%	\$0
COMPUTER SOFTWARE	\$452	\$200	\$600	200%	\$400
<b>Total Operating Expenses:</b>	<b>\$92,560</b>	<b>\$74,300</b>	<b>\$96,500</b>	<b>29.9%</b>	<b>\$22,200</b>
<b>Total Expense Objects:</b>	<b>\$762,249</b>	<b>\$772,692</b>	<b>\$806,965</b>	<b>4.4%</b>	<b>\$34,273</b>

## Aligning with County Strategic Goals

The policies of the Department of Building Inspection have increased customer efficiency and transparency through the development and continued use of well written standard operating procedures. New permitting software which gives the customer access to a more streamlined, easy process for submitting permits, determining the status of plan reviews and time frame of permit issuance as well as ease of scheduling inspections and finding real time results is in development and will be rolled out this Fall. Personnel of the Department of Building Inspection continue attending valuable training which leads to nationwide certifications. Training leads to increases in plan review and inspection efficiency, comprehensiveness and consistency for the customer, which in turn contributes to a more safe built environment.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Preserve and promote the health, safety and welfare of the public through the regulation of the built environment in accordance with the Uniform Statewide Building Code.
- Complete the purchase, implementation and training of staff on new permit processing software.
- Continue developing policies and procedures addressing the standardization of critical day-to-day functions.
- Hiring of Residential combination Inspector, Level II.
- Increase level of training, both via internal methods and through State and regional opportunities, to improve ISO ratings.
- Continue to be actively involved in the code development process on the State and national level.

## Agency Performance Measures

NAME OF MEASURE	FY2020 Actual	FY2021 Target	FY2022 Target
Reduce the number of inspector/inspection/day to 10.0	11.97	10.0	10.0
Complete initial plan review within 10 business days for residential projects	88.25%	100%	95.0%
Complete initial plan review within 15 business day for commercial projects	83.25%	100%	95.0%
Respond to requests for inspections within 24 hours (State = 48 hours)	99%	100%	100%

## Agency Highlights

Despite COVID-19, Department personnel continue to receive training and take certification examinations. This year the Department had one of the Combination Resident Inspectors become nationally certified with one other Combination Residential Inspector only two examinations away from nationally recognized certification. The Department also welcomed the national certification of one of the Customer Service Center (CSC) staff as a certified Permit Technician. That makes all CSC staff in the Department of Building Inspection certified as Permit Technicians.

The Department continues to develop and implement time-saving policies that assist the customer and cut down on permit processing red tape. The Department also will launch new permitting software this coming Fall. The new software will replace an out-dated 20-year system that has significant limitations. The new software will allow tremendous public interaction and offer real time results. For the first time in Departmental history, the new software will also allow payment by credit card, a constant source of customer complaints. The new software will ultimately streamline the permitting, plan review and inspection process, further reducing turn-around times for the customer.

The Department saw an increase of 12.6% in the total number of permits issued in 2020 as compared to the previous year. The number of inspections also increased compared to FY2019. The Department performed 13,946 inspections in FY2020, as compared to 12,656 inspections in FY2019. That was a 10.2% increase in the number of inspections conducted in FY 2019. For purposes of inspection consistency, thoroughness, and quality; one of the department's performance measures was for each inspector to perform, on average, no more than 10.0 inspections per day. This number was modified from the 6.5 inspections per day used in years passed to better coincide with the standard performance measures associated with the ISO-BCEGS report guidelines. While the department continued to struggle to reach this goal in FY2020, strong improvements were made. The average number of inspections per inspector per day improved from 12.2 to 11.1 in FY2020.

Due to the changing complexity of commercial structures in the County, more time was needed to complete commercial plan reviews and more frequent and longer duration inspections were required. Despite these facts, overall turn-around time for commercial plan review improved in FY2020. The average turn-around time for residential plan review remained steady in FY2020. The revenue for FY2020 dropped slightly (1.9%) from FY2019 and totaled 1.135 million dollars. 57% of the revenue generated in FY2020 was from commercial permits while 43% was from residential permits. Please note the closing gap in recent years in revenue between commercial and residential permits. Five years ago the gap was much greater with 72% of revenue coming from commercial projects and only 28% coming from residential.

## Future Outlook

As has been the case the past several years, the Department of Building Inspection is again anticipating a significant increase in both residential and commercial development in calendar year 2021. The Building Inspection staff will continue their training to remain up to date with their required certifications in anticipation of the coming development. We will also be conducting in-house training called "Inspector Skills". The purpose of this training will be to improve our customer relations skill sets, better share code knowledge with the customer, and gain knowledge as to how to better handle difficult situations. We will continue to work on the final development and implementation of the new Permitting Software program. Finally, staff will be attending numerous code update training programs in preparation for the adoption of the 2018 Uniform Statewide Building Code on July 1, 2021.

# CLERK OF THE CIRCUIT COURT

**Dale Agnew**

*Clerk of the Circuit Court*

The Clerk has four primary areas of responsibility: 1. Clerk of the Circuit Court, 2. Probate Official, 3. Recorder of Deeds, and 4. County Clerk. The duties are mandated by the Code of Virginia.

As Clerk of the Court, the Clerk creates and maintains all court files and records, prepares court orders, and has jury administrative responsibilities. As probate official, the Clerk probates wills, qualifies guardians and fiduciaries (executors, administrators, trustees and conservators). The Clerk is the custodian of trust funds held by the Court and funds held by the Court during litigation. The Clerk records deeds, deeds of trust, and all other documents pertaining to ownership of land in the County, collection of state and local recording taxes and fees, all filing fees, and all criminal fines and Court costs, and monetary restitution for payment to victims in criminal cases. The Clerk is responsible for the issuance of concealed handgun permits, processing notary public commissions, issuing marriage licenses, and is the custodian of records beginning with the time the County was formed in 1727. Many of these older records have been preserved using approved methods of preservation. Since 2001, the office has used the digital record keeping system for the County's land records.

Virginia's general jurisdiction trial court is the circuit court. In civil cases exceeding \$4500 and not exceeding \$25,000, circuit courts have concurrent jurisdiction with the general district courts. They have exclusive jurisdiction in matters exceeding \$25,000. Equity matters, claims seeking a judgment for something other than money (such as adoptions, divorce, or property disputes), are also heard in the circuit courts.

In criminal cases, the circuit court has jurisdiction over the trial of all felonies and of those misdemeanors originally charged in circuit court. Appeals from general district and juvenile and domestic relations courts are heard de novo (completely new) by the circuit courts, as are appeals from certain administrative agencies.

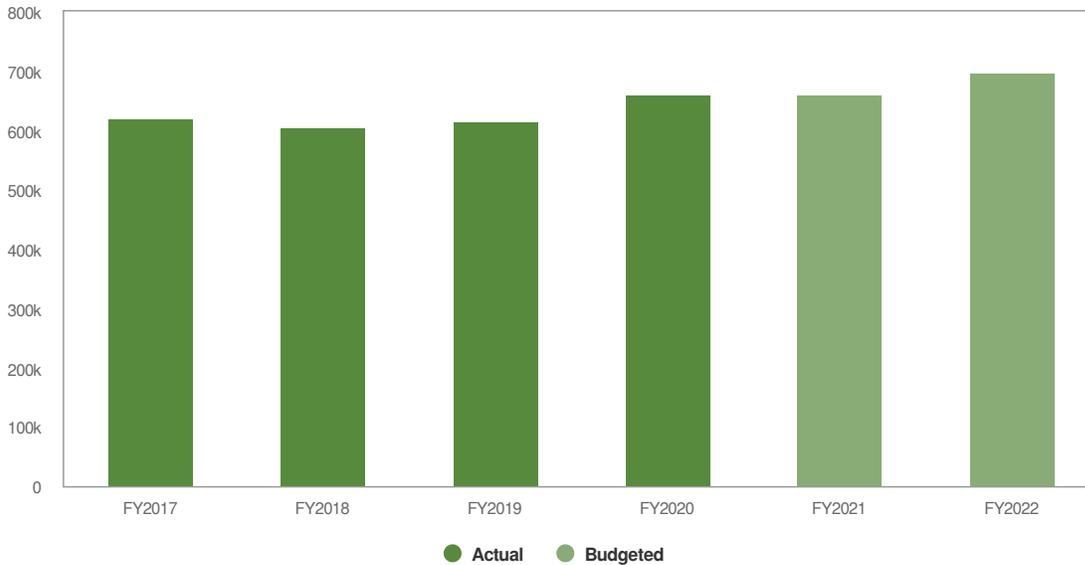
Jury trials are held in the circuit court. Citizens who might otherwise have no contact with the courts may find themselves called to jury duty in the circuit courts.

## Expenditures Summary

*Clerk of the Circuit Court  
Including the Circuit Court Budget*

**\$697,692**    **\$35,451**  
(5.35% vs. prior year)

## CLERK OF THE CIRCUIT COURT & CIRCUIT COURT Proposed and Historical Budget vs. Actual



Staffing	FY2020 Actual	FY2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time employees	8	8	8	8
Part-time employees	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$583,415	\$575,597	\$618,775	7.5%	\$43,178
Operating Expenses	\$61,714	\$76,644	\$78,917	3%	\$2,273
Transfers And Other	\$16,765	\$10,000	\$0	-100%	-\$10,000
<b>Total Expense Objects:</b>	<b>\$661,893</b>	<b>\$662,241</b>	<b>\$697,692</b>	<b>5.4%</b>	<b>\$35,451</b>

### Explanation of Changes

The increase in personnel costs is primarily due to the normal salary and benefit increases. Due to the decrease in travel expenses, the Clerk's Nonreverting Funds have not been utilized and moving telecommunications costs, partially offset by moderate increases to all other operating lines.

### Expenditure Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Judicial Administration</b>					
<b>Circuit Court</b>					
<b>Operating Expenses</b>					
CONTRACTED SERVICES	\$27,240	\$26,458	\$27,850	5.3%	\$1,392

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
JURORS WITNESSES ELECT WORK	\$2,998	\$5,700	\$6,000	5.3%	\$300
COURT APPOINTED ATTORNEY FEE	\$0	\$332	\$350	5.4%	\$18
SOFTWARE MAINT. CONTRACTS	\$3,443	\$3,270	\$3,442	5.3%	\$172
POSTAGE	\$1,096	\$1,045	\$1,100	5.3%	\$55
TELECOMMUNICATIONS	\$189	\$0	\$0	0%	\$0
WIRELESS/CELLULAR	\$657	\$760	\$0	-100%	-\$760
OFFICE SUPPLIES	\$1,238	\$1,805	\$1,900	5.3%	\$95
<b>Total Operating Expenses:</b>	<b>\$36,861</b>	<b>\$39,370</b>	<b>\$40,642</b>	<b>3.2%</b>	<b>\$1,272</b>
<b>Total Circuit Court:</b>	<b>\$36,861</b>	<b>\$39,370</b>	<b>\$40,642</b>	<b>3.2%</b>	<b>\$1,272</b>
<b>Clerk Of The Circuit Court</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$449,365	\$436,652	\$472,280	8.2%	\$35,628
FICA BENEFITS	\$33,942	\$33,404	\$36,129	8.2%	\$2,725
VRS BENEFITS PLAN 1&2 EMPLS	\$40,166	\$43,185	\$46,708	8.2%	\$3,523
HOSPITAL/MEDICAL (HMP) BENEFIT	\$53,775	\$56,112	\$56,904	1.4%	\$792
GROUP LIFE INSURANCE	\$5,792	\$5,851	\$6,329	8.2%	\$478
WORKER'S COMPENSATION	\$375	\$393	\$425	8.1%	\$32
<b>Total Salaries and Benefits:</b>	<b>\$583,415</b>	<b>\$575,597</b>	<b>\$618,775</b>	<b>7.5%</b>	<b>\$43,178</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$1,572	\$3,800	\$4,000	5.3%	\$200
CONTRACTED SERVICES	\$1,559	\$3,467	\$3,650	5.3%	\$183
PRINTING AND BINDING	\$1,125	\$1,900	\$2,000	5.3%	\$100
SOFTWARE MAINT. CONTRACTS	\$1,200	\$2,280	\$2,400	5.3%	\$120
RECORDS INDEXING(CIR COUT)	\$5,525	\$10,498	\$11,050	5.3%	\$552
POSTAGE	\$3,200	\$3,040	\$3,200	5.3%	\$160
TELECOMMUNICATIONS	\$1,269	\$2,090	\$0	-100%	-\$2,090
WIRELESS/CELLULAR			\$1,240	N/A	\$1,240
OFFICE SUPPLIES	\$3,087	\$3,800	\$4,000	5.3%	\$200
OFFICE SUPPLIES	\$104	\$0	\$0	0%	\$0
EMPLOYEE SERVICES	\$88	\$238	\$250	5%	\$12
DUES & MEMBERSHIPS	\$320	\$304	\$320	5.3%	\$16
LEASE/RENT EQUIPMENT	\$5,134	\$5,225	\$5,500	5.3%	\$275
WATER COOLERS	\$153	\$143	\$150	4.9%	\$7
LEASE- POSTAGE METER	\$516	\$489	\$515	5.3%	\$26
<b>Total Operating Expenses:</b>	<b>\$24,853</b>	<b>\$37,274</b>	<b>\$38,275</b>	<b>2.7%</b>	<b>\$1,001</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Transfers And Other</b>					
DEED BOOK RESTORATION/REPAIR	\$9,629	\$0	\$0	0%	\$0
CLERK'S NONREVERTING FUNDS	\$7,136	\$10,000	\$0	-100%	-\$10,000
<b>Total Transfers And Other:</b>	<b>\$16,765</b>	<b>\$10,000</b>	<b>\$0</b>	<b>-100%</b>	<b>-\$10,000</b>
<b>Total Clerk Of The Circuit Court:</b>	<b>\$625,033</b>	<b>\$622,871</b>	<b>\$657,050</b>	<b>5.5%</b>	<b>\$34,179</b>
<b>Total Judicial Administration:</b>	<b>\$661,893</b>	<b>\$662,241</b>	<b>\$697,692</b>	<b>5.4%</b>	<b>\$35,451</b>
<b>Total Expenditures:</b>	<b>\$661,893</b>	<b>\$662,241</b>	<b>\$697,692</b>	<b>5.4%</b>	<b>\$35,451</b>

## Aligning with County Strategic Goals

The staff of the Clerk's Office has taken great pride in providing excellent customer service to our patrons. An example of this is the fact that we have stayed open during the COVID 19 pandemic, and because of the nature of our job, staff has not been able to work from home and has reported to work in the office. At times, we have met customers in the parking lot to assist them with needed services. Sometimes we have made appointments with individuals so that they would not be exposed to others who may have the virus. We have acted in every way possible to ensure customer safety while providing our usual services.

Virginia's Auditor of Public Accounts audits our financial records each year. They test the accuracy of financial transactions recorded on the Court's financial management system; evaluate the Court's internal controls; and test its compliance with significant state laws, regulations, and policies. As they have reported each year in their audit report, the Clerk's Office has had no deficiencies in internal controls and has complied with applicable laws and regulations.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

Our primary goals are to continue to make public records accessible to the public, preserve history by protecting the integrity of our records and promote fundamental fairness and substantial justice to all citizens.

### Goals FY22

- Install additional security cameras to the exterior of the office building to enhance security.
- Install polycarbonate windows in the Criminal Department of the Clerk's Office to enhance security of the department.
- Implement the Judge's plan for resumption of Criminal and Civil Juries. This will take coordination with Goochland County Finance Department, Department of General Services, Sheriff's Department, and the Clerk's Office.
- Educate all staff on numerous new Virginia laws affecting the Clerk's Office which take effect July 1, 2021.

## Agency Performance Measures

SERVICE LEVELS	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL	INCREASE (DECREASE) FY2019 vs FY2020
LAND RECORDS RECORDED	4002	4260	6158	+44.5%
WILLS PROBATED	129	136	123	(9.56%)
MARRIAGE LICENSES ISSUED	107	123	141	+14.63%
CRIMINAL CASES COMMENCED	267	249	240	(3.61%)
CIVIL CASES COMMENCED	243	212	190	(10.38%)
NOTARIES QUALIFIED	95	108	94	(12.96%)
CONCEALED HANDGUN PERMITS	594	559	1198	+114.31%
<b>TOTAL WORKLOAD COMMENCED</b>		<b>6407</b>	<b>8710</b>	<b>+35.95%</b>

## Agency Accomplishments

- Despite COVID-19, the Clerk's Office remained open and performed all essential functions during the pandemic and still utilizes creative ways to keep staff and patrons safe as we remain open.
- Installed Polycom Video Arraignment equipment in courtroom to provide teleconferencing ability for the court, jails, state correctional facilities, attorneys, witnesses and litigants.
- Installed computer monitors in Clerk's Office to monitor outside activity for the safety and well-being of staff and patrons.
- Renovated the handicapped bathroom in the Clerk's Office.

## Future Outlook

We have seen an increase in deed recordings, marriage licenses, and concealed handgun permits. We expect that these matters will continue to grow as Goochland County grows.

# COMMISSIONER OF REVENUE

**Jennifer Brown**  
*Commissioner of Revenue*

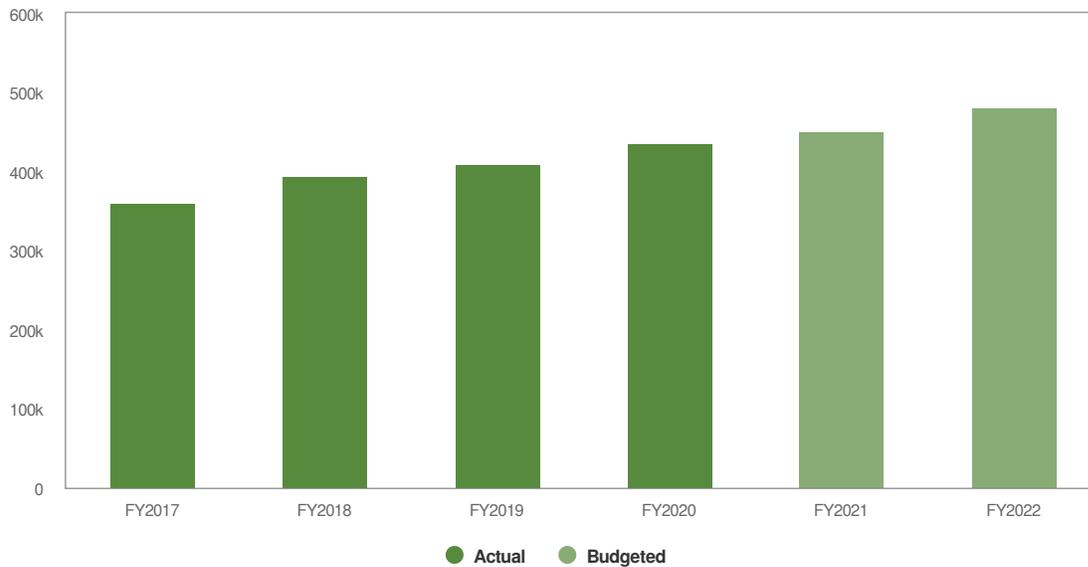
The Commissioner of the Revenue is a state constitutional officer as set forth in the Constitution of Virginia. It is an elected position for a four year term. The Commissioner is responsible for: assessing personal property taxes and certifying them for PPTRA deduction (vehicles); assessing business equipment and machinery and tools taxes; computing county business license taxes; administering Tax Relief for the Elderly and Disabled program and Service Connected Disabled Veterans program on real estate taxes; maintaining the Transient Occupancy tax; maintaining the Short Term Rental tax; processing Bank Franchise tax; maintaining Public Service Corporations; assisting citizens in filing state income tax and estimated returns; reviewing and correcting income tax returns; and forwarding returns to the Department of Taxation for processing. The Goochland DMV select is operated by the Commissioner of the Revenue's staff.

The Commissioner of the Revenue's Office is regulated by the State Code of Virginia and is responsible for upholding the laws of Virginia. The Office is on-line with the Department of Taxation, and therefore operates as the liaison between the taxpayer and the Department of Taxation, expediting state refunds by entering them on-line.

## Expenditures Summary

**\$481,490** **\$31,051**  
 (6.89% vs. prior year)

COMMISSIONER OF REVENUE Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time positions	6	6	6	6
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$402,388	\$413,437	\$435,940	5.4%	\$22,503
Operating Expenses	\$34,147	\$37,002	\$45,550	23.1%	\$8,548
<b>Total General Fund:</b>	<b>\$436,535</b>	<b>\$450,439</b>	<b>\$481,490</b>	<b>6.9%</b>	<b>\$31,051</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefits increases. Operating expenses increased across most lines with higher increases in contracted services, office supplies and training expenses.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	FY2021 Budgeted vs. FY2022 Proposed Budget (\$ Change)
<b>Expense Objects</b>						
<b>Salaries and Benefits</b>						
SALARIES	\$286,325	\$293,914	\$302,562	\$311,639	6%	\$17,725
SALARIES - PART TIME	\$2,213	\$0	\$0	\$0	0%	\$0
FICA BENEFITS	\$20,193	\$22,484	\$23,146	\$23,840	6%	\$1,356
VRS BENEFITS PLAN 1& 2 EMPLS	\$25,835	\$29,068	\$29,923	\$30,821	6%	\$1,753
HOSPITAL/MEDICAL (HMP) BENEFIT	\$63,768	\$63,768	\$63,768	\$65,184	2.2%	\$1,416
GROUP LIFE INSURANCE	\$3,809	\$3,938	\$4,054	\$4,176	6%	\$238
WORKER'S COMPENSATION	\$245	\$265	\$272	\$280	5.7%	\$15
<b>Total Salaries and Benefits:</b>	<b>\$402,388</b>	<b>\$413,437</b>	<b>\$423,725</b>	<b>\$435,940</b>	<b>5.4%</b>	<b>\$22,503</b>
<b>Operating Expenses</b>						
PROFESSIONAL SVC	\$0	\$1,900	\$2,200	\$2,200	15.8%	\$300
REPAIRS & MAINT	\$0	\$380	\$500	\$500	31.6%	\$120
CONTRACTED SERVICES	\$5,859	\$3,800	\$6,000	\$6,000	57.9%	\$2,200
POSTAGE	\$5,497	\$5,890	\$6,200	\$6,200	5.3%	\$310
TELECOMMUNICATIONS	\$2,010	\$1,900	\$2,700	\$2,700	42.1%	\$800
WIRELESS/CELLULAR	\$110	\$0	\$0	\$0	0%	\$0
OFFICE SUPPLIES	\$12,075	\$12,350	\$15,000	\$15,000	21.5%	\$2,650
BOOKS & SUBSCRIPTIONS	\$106	\$285	\$300	\$300	5.3%	\$15
TRAVEL- MILEAGE	\$0	\$760	\$800	\$800	5.3%	\$40
MEALS/FOOD OTHER TRAINING	\$60	\$95	\$100	\$100	5.3%	\$5
TRAVEL EXP - EDUCATION/TRAIN	\$3,135	\$1,900	\$3,500	\$3,500	84.2%	\$1,600
EDUCATION- TUITION/REGISTRAT	\$239	\$1,900	\$2,000	\$2,000	5.3%	\$100
DUES & MEMBERSHIPS	\$1,525	\$1,425	\$1,600	\$1,600	12.3%	\$175
LEASE/RENT EQUIPMENT	\$3,532	\$3,990	\$4,200	\$4,200	5.3%	\$210

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Actual	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (% Change)	FY2021 Budgeted vs. FY2022 Proposed Budget (\$ Change)
LEASE- POSTAGE METER	\$0	\$427	\$450	\$450	5.4%	\$23
<b>Total Operating Expenses:</b>	<b>\$34,147</b>	<b>\$37,002</b>	<b>\$45,550</b>	<b>\$45,550</b>	<b>23.1%</b>	<b>\$8,548</b>
<b>Total Expense Objects:</b>	<b>\$436,535</b>	<b>\$450,439</b>	<b>\$469,275</b>	<b>\$481,490</b>	<b>6.9%</b>	<b>\$31,051</b>

## Aligning with County Strategic Goals

*The Commissioner of Revenue supports all County strategic goals in the daily pursuit of the agency goals and objectives.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- o To overcome the continued challenges and additional workload created by proration of personal property taxes, twice a year billing and operating DMV Select.
- o Provide efficient, effective and courteous customer service in a timely manner to the citizens of Goochland County
- o Provide taxpayers with accurate and useful information concerning revenue assessments
- o Always have someone answer the telephone during open office hours instead of a recorder.
- o Fairly and equitably identifying and assessing all sources of revenue to which the County is entitled according to the laws of the Commonwealth of Virginia and the County of Goochland
- o Provide County officials with accurate and useful information from which decisions can be made to best serve the citizens of Goochland County

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Calendar Year 2020; Assessed & prepared for taxation vehicles, trailers and boats	37,993	34,000	34,000
Calendar Year 2020; Assessed Business Personal Property & Machinery & Tools accounts	1,708	1,800	1,850
Calendar Year 2020; Continuous proration of personal property taxes abatements & supplements	12,151	12,200	12,300
Calendar Year 2020; Assessed & processed business license accounts	2,328	2,400	2,400
Calendar Year 2020; Processed Tax Relief for the Elderly/Disabled and Disabled Vets apps	541	585	590

## Agency Highlights

Due to COVID-19 and overall growth the demands of this department grew significantly over the last year especially with the DMV Select services that our office provides. The total number of DMV transactions our office processed for 2020 was 80,537; which was an increase of 69% from the previous year. This brought many challenges including staff shortage of two employees from August to December. The Commissioner and one staff member were able to re-certify their certification as well as two additional staff members obtained certification from the UVA Weldon Cooper Center. The office received accreditation for the second year in a row. Two new employees were brought on board December 16, 2020, and have been working diligently in obtaining proper training. They have been enrolled in the Weldon Cooper Center training as well and will be obtaining their certification.

## Future Outlook

To overcome the continued challenges and additional workload created by proration of personal property taxes and operating DMV Select. To overcome increased workload of twice a year billing of personal property taxes.

To overcome the State funding reductions which could create local funding constraints and state mandates that put additional workload on the office with no additional funding.

# COMMONWEALTH ATTORNEY

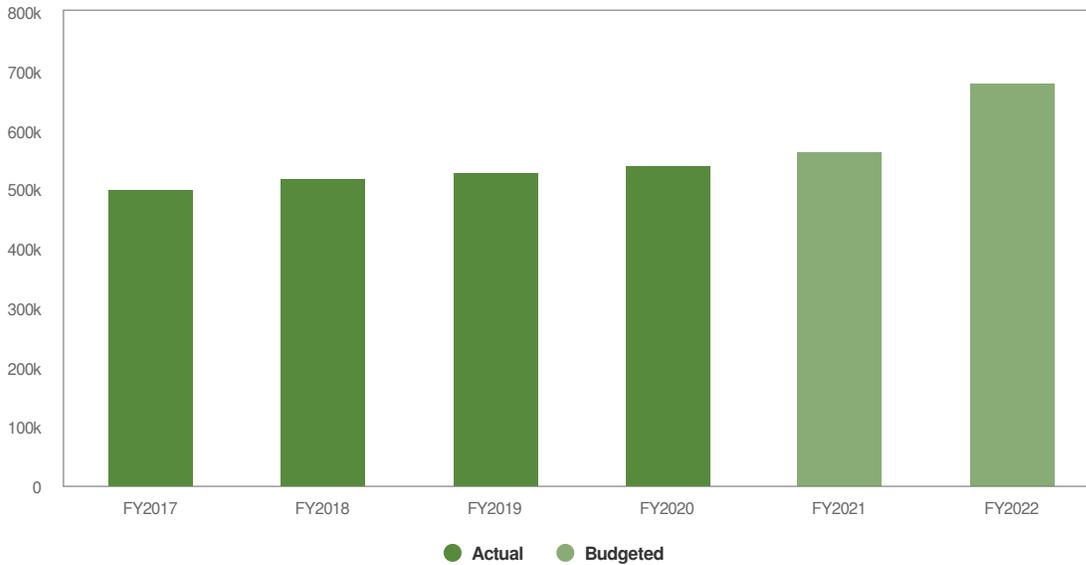
**Mike Caudill**  
Commonwealth Attorney

The Commonwealth Attorney's Office maintains the primary responsibility for prosecuting criminal cases in the Goochland County Circuit Court, General District Court, and the Juvenile and Domestic Relations District Court, as well as appellate proceedings in the Virginia Supreme Court and the Virginia Court of Appeals. The office also provides advice and legal assistance to state and local law enforcement personnel in criminal investigations and training. In addition, the office represents the Commonwealth of Virginia in specified civil proceedings as set forth in the Code of Virginia. Through the office's victim/witness coordinator, guidance and assistance is provided to individuals who are witnesses in criminal cases or who are victims of crimes. Assistance is also provided to individuals seeking orders of protection through the courts.

## Expenditures Summary

**\$679,312** **\$115,022**  
(20.38% vs. prior year)

### COMMONWEALTH ATTORNEY Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2021 Proposed	FY2022 Adopted
Full-time positions	5	5	6	6
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$524,336	\$543,395	\$650,062	19.6%	\$106,667

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Operating Expenses	\$15,440	\$18,895	\$27,250	44.2%	\$8,355
Transfers And Other	\$1,076	\$2,000	\$2,000	0%	\$0
<b>Total General Fund:</b>	<b>\$540,852</b>	<b>\$564,290</b>	<b>\$679,312</b>	<b>20.4%</b>	<b>\$115,022</b>

## Explanation of Changes

Personnel costs increased primarily for the addition of a new full-time employee, and the normal salary and benefits increases. Operating costs increased to cover the costs of the computer equipment for the new employee.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$399,604	\$404,342	\$486,089	20.2%	\$81,747
FICA BENEFITS	\$28,327	\$30,932	\$37,186	20.2%	\$6,254
VRS BENEFITS PLAN 1&2 EMPLS	\$35,314	\$39,990	\$48,074	20.2%	\$8,084
HOSPITAL/MEDICAL (HMP) BENEFIT	\$55,476	\$62,268	\$71,664	15.1%	\$9,396
GROUP LIFE INSURANCE	\$5,235	\$5,418	\$6,514	20.2%	\$1,096
WORKER'S COMPENSATION	\$380	\$445	\$535	20.2%	\$90
<b>Total Salaries and Benefits:</b>	<b>\$524,336</b>	<b>\$543,395</b>	<b>\$650,062</b>	<b>19.6%</b>	<b>\$106,667</b>
<b>Operating Expenses</b>					
ADVERTISING	\$0	\$332	\$300	-9.6%	-\$32
POSTAGE	\$16	\$475	\$400	-15.8%	-\$75
TELECOMMUNICATIONS	\$897	\$1,520	\$1,500	-1.3%	-\$20
OFFICE SUPPLIES	\$4,781	\$2,850	\$3,000	5.3%	\$150
FOOD SUPPLIES	\$15	\$190	\$200	5.3%	\$10
BOOKS & SUBSCRIPTIONS	\$1,865	\$2,470	\$2,500	1.2%	\$30
COMPUTER EQUIP -NON CAPITAL	\$2,033	\$760	\$800	5.3%	\$40
OFFICE EQUIPMENT	\$1,050	\$570	\$8,300	1,356.1%	\$7,730
TRAVEL- MILEAGE	\$0	\$618	\$650	5.2%	\$32
TRAVEL EXP - EDUCATION/TRAIN	\$0	\$3,800	\$4,000	5.3%	\$200
TRAVEL EXTRADITION-SHERIFF	\$0	\$47	\$50	6.4%	\$3
EDUCATION- TUITION/REGISTRAT	\$0	\$760	\$800	5.3%	\$40
DUES & MEMBERSHIPS	\$2,000	\$1,425	\$1,500	5.3%	\$75
LEASE/RENT EQUIPMENT	\$2,621	\$2,850	\$2,850	0%	\$0
WATER COOLERS	\$80	\$95	\$300	215.8%	\$205
LEASE- POSTAGE METER	\$84	\$133	\$100	-24.8%	-\$33

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Operating Expenses:</b>	<b>\$15,440</b>	<b>\$18,895</b>	<b>\$27,250</b>	<b>44.2%</b>	<b>\$8,355</b>
<b>Transfers And Other</b>					
VICTIM WITNESS GRANT	\$1,076	\$2,000	\$2,000	0%	\$0
<b>Total Transfers And Other:</b>	<b>\$1,076</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>0%</b>	<b>\$0</b>
<b>Total Expense Objects:</b>	<b>\$540,852</b>	<b>\$564,290</b>	<b>\$679,312</b>	<b>20.4%</b>	<b>\$115,022</b>

## Aligning with County Strategic Goals

The Commonwealth Attorney prosecutes crime committed in the County of Goochland in an efficient, effective, and transparent manner, while upholding integrity.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Prosecute crime committed in the County of Goochland
- Provide criminal advice to law enforcement and related agencies
- Assist victims of criminal offenses

## Agency Performance Measures

Workload Measures	CY2019 Actual	CY2020 Actual	Change
			CY2019 to CY2020
Circuit Court Criminal Filings	240	260	8%
General District Court Criminal Filings	655	474	-38%
Juvenile Court Misdemeanors	97	102	5%
Juvenile Court Felonies	17	58	71%
Body Worn Camera Footage	N/A	457.25 hrs	N/A
<b>Effectiveness Measure</b>			
Circuit Court Indictments	63	72	13%

Source: <http://www.courts.state.va.us/courtadmin/aoc/judpln/csi/home.html>

## Agency Highlights

In FY2022, the Commonwealth's Attorney's office will continue to prosecute criminal cases, both misdemeanors and felonies, in all the Goochland County courts. The office will continue to diligently work with the Sheriff's Office and related agencies, to ensure those who commit crime are held accountable. Additionally, the office is committed to the ongoing support of public safety needs.

The Commonwealth's Attorney's office continues to execute the new Circuit Court discovery rules required by the Virginia Supreme Court. The office will continue to uphold its transparency model.

## Future Outlook

Despite COVID-19 pandemic, there was an increase in court filings and body worn camera footage. This trend is expected to continue as the County continues to grow.

# COMMUNITY DEVELOPMENT ADMINISTRATION

**Jo Ann Hunter**  
Deputy County Administrator

The Goochland County Community Development Department is comprised of four components:

- Community Development Administration/Customer Service Center
- Planning & Zoning
- Environment and Land Development
- Building Inspection

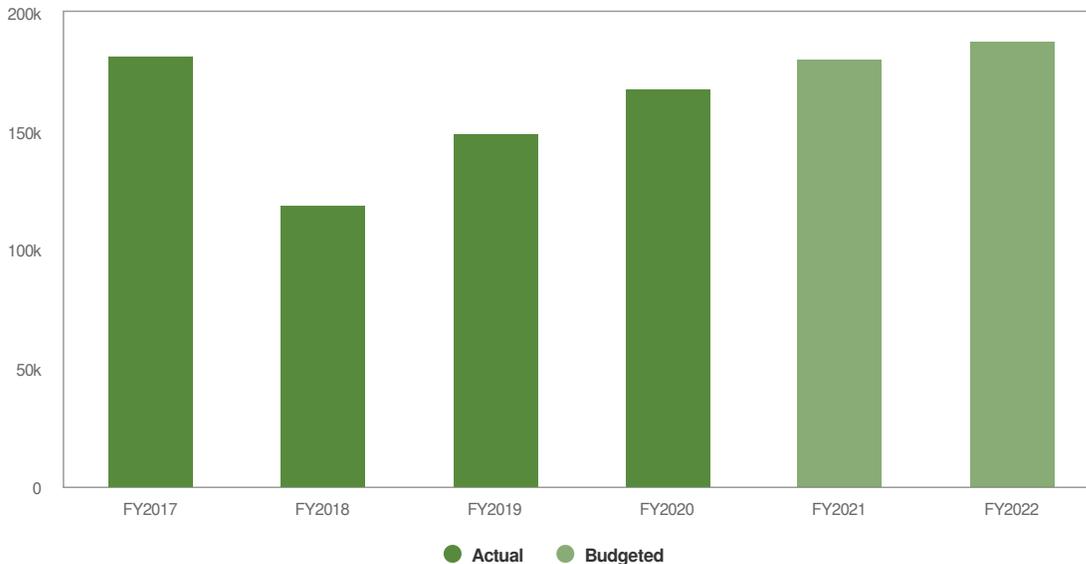
Community Development Administration staff is directly responsible for the administration and management of the above components. The Community Development department also serves as liaisons to the Planning Commission, Board of Zoning Appeals, Design Review Committee, Monacan Soil and Water Conservation District, and works closely with the County's Economic Development department to facilitate new commercial and industrial development.

The Community Development department focuses on all the Board of Supervisor's Strategic Goals and works closely with the public, developers, builders, and engineers/designers to achieve those goals.

## Expenditures Summary

**\$187,767** **\$7,445**  
(4.13% vs. prior year)

COMMUNITY DEVELOPMENT ADMINISTRATION Proposed and Historical Budget vs. Actual



Staffing	FY2020 Actual	FY2021 Budgeted	FY2022 Requested	FY2022 Adopted
Full-time positions	1.3	1.3	1.3	1.3
Part-time positions	0	0	0	0

## Expenditures by Type

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$151,551	\$159,351	\$163,659	2.7%	\$4,308
Operating Expenses	\$16,074	\$20,971	\$24,108	15%	\$3,137
<b>Total Expense Objects:</b>	<b>\$167,625</b>	<b>\$180,322</b>	<b>\$187,767</b>	<b>4.1%</b>	<b>\$7,445</b>

## Explanation of Changes

The increase in personnel cost is due to the normal salary and benefit increases. The increase in operating expenses are across all expenditures for normal costs increases.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Community Development</b>					
<b>Community Development Admin</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$102,635	\$97,421	\$100,344	3%	\$2,923
EXPENSE ALLOWANCES	\$0	\$9,200	\$9,200	0%	\$0
FICA BENEFITS	\$14,218	\$14,969	\$15,397	2.9%	\$428
VRS BENEFITS PLAN 1&2 EMPLS	\$16,428	\$18,442	\$18,995	3%	\$553
HOSPITAL/MEDICAL (HMP) BENEFIT	\$15,657	\$16,644	\$16,968	1.9%	\$324
GROUP LIFE INSURANCE	\$2,443	\$2,499	\$2,574	3%	\$75
WORKER'S COMPENSATION	\$170	\$176	\$181	2.8%	\$5
<b>Total Salaries and Benefits:</b>	<b>\$151,551</b>	<b>\$159,351</b>	<b>\$163,659</b>	<b>2.7%</b>	<b>\$4,308</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$0	\$9,500	\$10,000	5.3%	\$500
PRINTING AND BINDING	\$637	\$333	\$750	125.2%	\$417
ADVERTISING	\$406	\$0	\$500	N/A	\$500
POSTAGE	\$532	\$380	\$600	57.9%	\$220
TELECOMMUNICATIONS	\$503	\$855	\$1,000	17%	\$145
WIRELESS/CELLULAR	\$1,150	\$1,045	\$1,200	14.8%	\$155
OFFICE SUPPLIES	\$131	\$665	\$700	5.3%	\$35
OFFICE SUPPLIES	\$46	\$0	\$0	0%	\$0
BOOKS & SUBSCRIPTIONS	\$77	\$95	\$100	5.3%	\$5
COMPUTER EQUIP -NON CAPITAL	\$0	\$475	\$500	5.3%	\$25
TRAVEL- MILEAGE	\$192	\$190	\$200	5.3%	\$10

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
MEALS/FOOD OTHER TRAINING	\$104	\$190	\$200	5.3%	\$10
TRAVEL EXP - EDUCATION/TRAIN	\$235	\$2,094	\$2,313	10.5%	\$219
EDUCATION- TUITION/REGISTRAT	\$8,110	\$1,473	\$2,105	42.9%	\$632
DUES & MEMBERSHIPS	\$1,413	\$1,301	\$1,440	10.7%	\$139
LEASE/RENT EQUIPMENT	\$2,538	\$2,375	\$2,500	5.3%	\$125
<b>Total Operating Expenses:</b>	<b>\$16,074</b>	<b>\$20,971</b>	<b>\$24,108</b>	<b>15%</b>	<b>\$3,137</b>
<b>Total Community Development Admin:</b>	<b>\$167,625</b>	<b>\$180,322</b>	<b>\$187,767</b>	<b>4.1%</b>	<b>\$7,445</b>
<b>Total Community Development:</b>	<b>\$167,625</b>	<b>\$180,322</b>	<b>\$187,767</b>	<b>4.1%</b>	<b>\$7,445</b>
<b>Total Expenditures:</b>	<b>\$167,625</b>	<b>\$180,322</b>	<b>\$187,767</b>	<b>4.1%</b>	<b>\$7,445</b>

## Aligning with County Strategic Goals

*The policies and practices of Community Development is to ensure balanced development that contributes to the welfare of the community and preserves rural character. The Department also ensures efficient and transparent policies with an emphasis on customer service excellence.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- To be the leader for all Community Development departments in achieving the Mission statement, Vision, and Strategic goals as set forth by the Board of Supervisors.
- Adhere to the County's core values for being customer focused, transparent in all department actions, respecting our citizens as well as our coworkers, and support the integrity of the department.
- Provide outstanding customer service to the citizens of Goochland County as well as contractors, builders, and developers.
- Oversee the departments administrative, financial, and operational activities.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Percent of responses from Citizen & Community feedback form	6.75	10%	10%
Achieve a satisfaction rate of 4.5 or higher on Citizen & Community feedback form	4.8	4.5	4.5%

## Agency Highlights

The Community Development Customer Service Center is the face of the entire department. As such, friendly customer service and efficiency is a priority. The Center opened in November 2016, and since that time, the staff in the center began cross-training to learn other department's customer-focused tasks.

The Community Development department is proud to state that it has successfully continued the Board of Supervisors strategic goal of "efficient and effective government, emphasizing on customer service" by amending or writing many policies and standard operating procedures. These policies help to clarify code requirements and assist citizens and customers in understanding many of the Department's processes. Another important highlight is that many policies and procedures have been written to create Building Inspection and Customer Service Center manuals which staff utilizes on a daily basis. In addition, staff has been methodically updating applications and processes to be more customer friendly and efficient.

In FY2020, the Center processed over 2,900 permits, scheduled over 13,500 inspections, issued 255 certificates of occupancy for new single-family dwellings, billed 1,770 customers bi-monthly, set up 124 new utility customers, processed 30 Plan of Developments, 20 Land Disturbance Permits, and 7 Stormwater Permits.

To measure the Department's level of customer service, the department implemented *the Citizen Process Improvement & Service Quality Feedback Form* for use in house and on the County's website. Since its implementation, the department has received over 440 returned cards with beneficial feedback. The average rating on the customer cards has remained consistent over the last two fiscal years – averaging 4.8 out of 5.

After decreasing from FY16, the rate of response remained consistent over fiscal years 2017 & 2018- averaging 11%. However, in fiscal year 2020 the rate of response declined to 6.75%. Staff contributes this continued drop in the rate of return to the fact that most contractors completed a card during the first years of implementation. Staff also attributes the significant decline in response in the 4<sup>th</sup> quarter to the Coronavirus and staffs limited interaction with customers and contractors.

## Future Outlook

The Department of Community Development is anticipating a continued increase in both residential and commercial development. According to the Planning department's calculations, there are 2,423 residential lots with approved zoning that are platted, or anticipated to be platted, in the next five years. This year staff anticipates continued residential and commercial growth in the east end of the County.

While the Customer Service Center is preparing to handle the anticipated growth, a new permitting system will ease some of the administrative burden and enhance customer satisfaction. Over the next year and a half, staff is planning to implement a new permitting system that will allow for online permit submission, online permit status updates, and online inspection scheduling and results. In addition, being able to accept credit card payments will greatly ease the permit application process.

# COMMUNITY HEALTH AGENCIES

Mills Jones

Director Office of Children's Services

## GoochlandCares

<http://www.goochlandcares.org/>

The mission of GoochlandCares is to provide access to health care and basic human services to Goochland County residents who need assistance. Staff members aim to provide an essential network of social and health care services exclusively for low-income families. Offered services include free medical, dental and mental health care for the uninsured, a weekly food pantry, emergency home repairs, emergency temporary housing, medical transportation, emergency financial assistance, financial counseling, case management, services for victims of domestic and sexual violence, and a thrift shop which both assists those in need and contributes funds to the overall mission. The patients/clients served are among the most vulnerable in the County; more than half live under the federal poverty level.

### Agency Goals

- Provide assistance to Goochland residents with complex social issues
- Provide services and support for Goochland residents in crisis, including a 24/7 hotline
- For residents with income under 200% of the federal poverty level, we provide:
  - Financial assistance
  - Food pantry
  - Clothes closet
  - Critical home repairs
- Maintains facilities to provide safe, stable, temporary housing for residents experiencing a housing crisis. Emergency situations may include condemned housing, eviction or homelessness.
- Provides medical care for low-income and uninsured residents of Goochland, including dental services and medical transportation. Doctors, nurses, and specialists from around the region donate their time to ensure our clients receive the care they need.
- Professional mental health care is available for individuals with non-severe mental illness who do not qualify for the state mental health system.
- Dental care is available as long as you do not have dental coverage, even if you have medical insurance.
- Free GED classes provided to all Goochland residents.

## Goochland Powhatan Community Services Board

<https://www.gpcsb.org>

The Goochland Powhatan Community Services Board (CSB) provides integrated, coordinated, cooperative and innovative services for those citizens of Goochland and Powhatan Counties in need of mental health, intellectual disability or substance use disorder services. There are a variety of programs, services and supports, including case management, outpatient counseling, nurse and psychiatric services, 24 hour support and crisis service availability, day support services and transportation, in home supports and supportive residential services, prevention, early intervention services and linkage to other service providers for ancillary services that we do not provide ourselves.

### Agency Goals

- Provide high quality, efficient and effective services and programs to individuals served.
- Use technology resources to support efficient and accessible client care.
- Implement mandated system changes to state programs and respond to emerging needs.
- Comply with regulatory requirements and performance standards
- Address staff retention by providing necessary training, education and support.
- Transition focus from case management to outpatient services to better serve clients.

# Health Department

<https://www.goochlandva.us/355/Health-Department>

The Health Department protects and improves the safety and health of the citizens of Goochland by monitoring for abnormal trends in communicable diseases and preventing their spread, including emerging diseases and more common ones such as rabies, STDs and tuberculosis. It promotes good health practices by assisting with access to medical services and providing mandated health services to the uninsured. Medicaid eligible clients are provided with a screening for the best options for long-term care. The department regulates water wells, sewage treatment and disposal, food establishments, campgrounds, day cares, and hotels to safeguard everyone.

## Agency Goals

- Work closely with local, state and federal government partners, community partners, first responders, healthcare providers, and emergency management partners, to respond to COVID19
- Conduct epidemiologic surveillance and investigation of outbreaks and communicable diseases of public health significance
- Provide excellent medical care to the community, particularly the underserved population, through immunization, family planning, maternity and STD clinics
- Protect the community through emergency preparedness & response activities, e.g., reviewing & practicing emergency plans, and participating in at least one largescale emergency exercise annually
- Expand Population Health program and initiatives
- Continue to ensure food safety through restaurant inspections and food worker education
- Ensure safe drinking water and septic systems

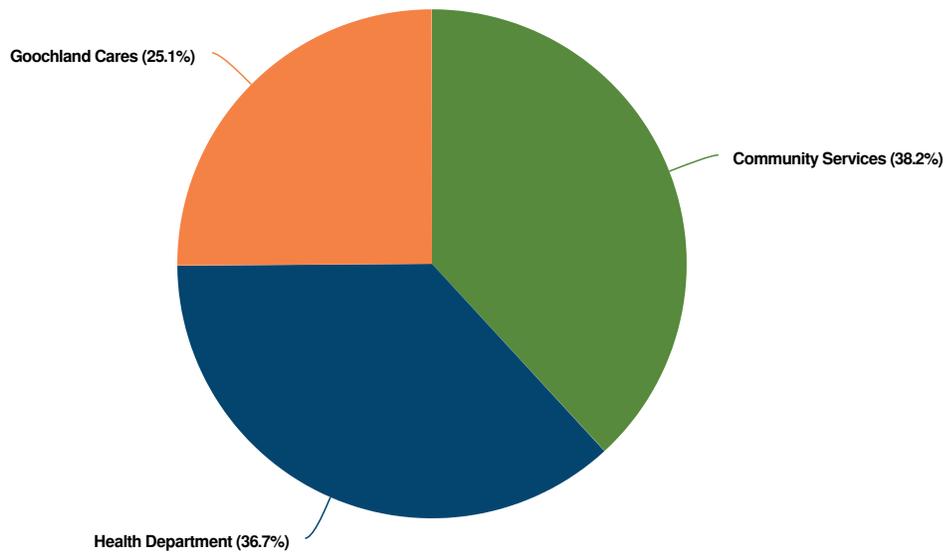
## Summary of Expenditures ~ All Agencies by Type

All of these agencies provide contracted services support to the community. The County has no personnel in these agencies, and only provides contracted and legislated support.

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Actual	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects						
Salaries and Benefits	\$161	\$2,380	\$2,380	\$2,380	0%	\$0
Operating Expenses	\$730,399	\$770,532	\$815,497	\$771,497	0.1%	\$965
Transfers And Other	\$15,000	\$15,000	\$15,000	\$15,000	0%	\$0
<b>Total Expense Objects:</b>	<b>\$745,561</b>	<b>\$787,912</b>	<b>\$832,877</b>	<b>\$788,877</b>	<b>0.1%</b>	<b>\$965</b>

# Expenditures by Agency

## Budgeted Expenditures by Agency



Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Health and Human Services</b>					
<b>Goochland Cares</b>					
<b>Operating Expenses</b>					
CONTRIBUTIONS	\$56,000	\$56,000	\$56,000	0%	\$0
GFCFS EMERGENCY HOME REPAIR	\$90,000	\$90,000	\$90,000	0%	\$0
OPERATIONAL SUBSIDY	\$25,000	\$25,000	\$25,000	0%	\$0
FUEL	\$5,999	\$12,000	\$12,000	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$176,999</b>	<b>\$183,000</b>	<b>\$183,000</b>	<b>0%</b>	<b>\$0</b>
<b>Transfers And Other</b>					
DOMESTIC VIOLENCE-LOCAL	\$15,000	\$15,000	\$15,000	0%	\$0
<b>Total Transfers And Other:</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>0%</b>	<b>\$0</b>
<b>Total Goochland Cares:</b>	<b>\$191,999</b>	<b>\$198,000</b>	<b>\$198,000</b>	<b>0%</b>	<b>\$0</b>
<b>Health Department</b>					
<b>Operating Expenses</b>					
PAYMENTS TO STATE HEALTH DEPT	\$273,978	\$287,902	\$289,867	0.7%	\$1,965
<b>Total Operating Expenses:</b>	<b>\$273,978</b>	<b>\$287,902</b>	<b>\$289,867</b>	<b>0.7%</b>	<b>\$1,965</b>
<b>Total Health Department:</b>	<b>\$273,978</b>	<b>\$287,902</b>	<b>\$289,867</b>	<b>0.7%</b>	<b>\$1,965</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Community Services</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$150	\$2,200	\$2,200	0%	\$0
FICA BENEFITS	\$11	\$180	\$180	0%	\$0
<b>Total Salaries and Benefits:</b>	<b>\$161</b>	<b>\$2,380</b>	<b>\$2,380</b>	<b>0%</b>	<b>\$0</b>
<b>Operating Expenses</b>					
TRAVEL- MILEAGE	\$792	\$1,000	\$0	-100%	-\$1,000
CONTRIBUTIONS	\$278,630	\$298,630	\$298,630	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$279,422</b>	<b>\$299,630</b>	<b>\$298,630</b>	<b>-0.3%</b>	<b>-\$1,000</b>
<b>Total Community Services:</b>	<b>\$279,584</b>	<b>\$302,010</b>	<b>\$301,010</b>	<b>-0.3%</b>	<b>-\$1,000</b>
<b>Total Health and Human Services:</b>	<b>\$745,561</b>	<b>\$787,912</b>	<b>\$788,877</b>	<b>0.1%</b>	<b>\$965</b>
<b>Total Expenditures:</b>	<b>\$745,561</b>	<b>\$787,912</b>	<b>\$788,877</b>	<b>0.1%</b>	<b>\$965</b>

## Aligning with County Strategic Goals

*All of these agencies support the County's strategic goal #4 in providing high quality core services for the health and welfare of Goochland County residents. In addition, they support:*

- #1 - Transparency and excellence in customer service
- #3 - Transparency and excellence in financial management
- #5 - A positive, qualified and diverse work environment

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

**For more information:**

**GoochlandCares**

<http://www.goochlandcares.org/>

**Goochland Powhatan Community Services Board**

<https://www.gpcsb.org>

**Health Department**

<https://www.vdh.virginia.gov>

<https://www.goochlandva.us/355/Health-Department>

# CONTRACTED SERVICES SUPPORT

Paul Drumwright

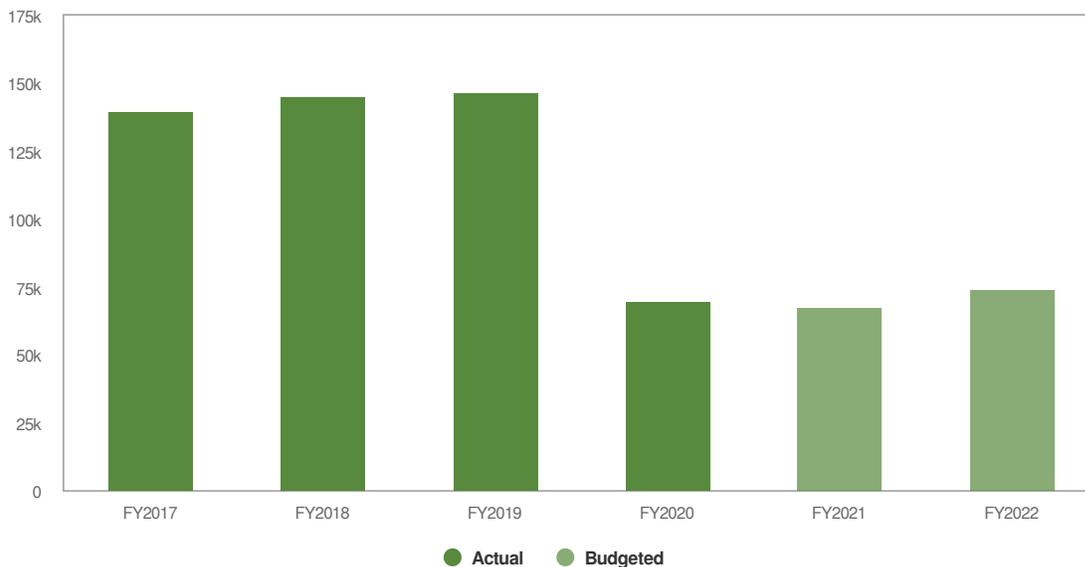
Administrative Services Manager

The budget for Contracted Services Support consists of payments made by the County to other entities. These are typically quasi-governmental health and human services entities, educational entities, and other such entities that support the citizens of Goochland County.

## Expenditures Summary

**\$74,290** **\$6,584**  
(9.72% vs. prior year)

### CONTRACTED SERVICES SUPPORT Proposed and Historical Budget vs. Actual



Contracted Services Support is a budget line to support local organizations that provide aid and assist the citizens of Goochland County. The County has managerial oversight for this department and no dedicated personnel. The change in funding from FY2019 to FY2020 was caused by realigning expenses to the appropriate departments closely associated with the funding.

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$2,584	\$0	\$3,230	N/A	\$3,230
Operating Expenses	\$67,246	\$67,706	\$71,060	5%	\$3,354
<b>Total General Fund:</b>	<b>\$69,830</b>	<b>\$67,706</b>	<b>\$74,290</b>	<b>9.7%</b>	<b>\$6,584</b>

# Explanation of Changes

FY2022 proposed increase is primarily due to Reynolds Community College costs increases.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
PUBLIC OFFICIAL STIPEND	\$2,400	\$0	\$3,000	N/A	\$3,000
FICA BENEFITS	\$184	\$0	\$230	N/A	\$230
<b>Total Salaries and Benefits:</b>	<b>\$2,584</b>	<b>\$0</b>	<b>\$3,230</b>	<b>N/A</b>	<b>\$3,230</b>
<b>Operating Expenses</b>					
PAUPER BURIALS	\$0	\$1,900	\$1,000	-47.4%	-\$900
MEDICAL EXAM/BODY REMOVAL	\$950	\$0	\$500	N/A	\$500
FIRE PREVENTION	\$9,782	\$9,292	\$9,782	5.3%	\$490
CONTRIBUTIONS	\$56,514	\$56,514	\$59,778	5.8%	\$3,264
<b>Total Operating Expenses:</b>	<b>\$67,246</b>	<b>\$67,706</b>	<b>\$71,060</b>	<b>5%</b>	<b>\$3,354</b>
<b>Total Expense Objects:</b>	<b>\$69,830</b>	<b>\$67,706</b>	<b>\$74,290</b>	<b>9.7%</b>	<b>\$6,584</b>

## Aligning with County Strategic Goals

*All of these agencies support the County's strategic goals in providing high quality core services for the education, health and welfare of Goochland County residents.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Contracted Services Support Details

Organization	Description	FY21 ADOPTED	FY22 REQUEST	FY22 ADOPTED
<b>Feed More (Meals On Wheels)</b>	<p>Prior to the Covid-19 pandemic 9.9% of Virginians struggled with hunger. Now with a surge in food insecurity due to the pandemic we estimate that close to 250,000 of our neighbors in Central Virginia don't have enough to eat. That equates to 15.1% of Virginians aren't receiving the necessary nutrition.</p> <ul style="list-style-type: none"> <li>• Meals on Wheels: In our 2019 - 2020 fiscal year, Feed More delivered 2,967 meals too 13 recipients in Goochland County.</li> <li>• Distribution Center: During the our 2019-2020 fiscal year, Feed More distributed 615,170 pounds of food to over 4,500 Goochland County residents in need.</li> </ul>	6,000	6,000	6,000
<b>Goochland Court Appointed Special Advocates (CASA)</b>	<p>In FY19-20, Goochland CASA served 49 children. The total number of county residents impacted by our services would be higher than that number as most of the children served had 2 or more family members involved in their cases.</p>	8,000	8,000	8,000
<b>Reynolds Community College - Capital</b>	<p>The Commonwealth appropriates funds for building construction, but the community colleges must secure funding from the localities they serve in support of building and program improvement, signage, lighting, and safety enhancements as needed.</p> <p>The college utilizes a ten year "rolling" capital funding plan that provides our specific annual request for fiscal 2022 and a reasonable estimate of future requests. The total capital contribution requested from all localities in fiscal 2022 is \$773,320. The Goochland County's share of this capital request for fiscal 2022 is 3.19%, \$24,682.</p>	22,891	24,682	24,682
<b>Reynolds Community College - Operating</b>	<p>Funding allows us to provide valuable scholarships and tuition assistance to students in need as well as provide citizens with information about the college and course registration. The county's support is critical to maintain the services we provide. Reynolds served 343 students from the county during the 2019-2020 academic year.</p> <p>The total operating budget request from all localities is \$277,151. The Goochland County's share of this request is \$8,846 (3.19% vs FY21 3.17%). The requested increase in operating budget will be used exclusively to increase the amount of aid we provide to students in the form of scholarships.</p>	7,373	8,846	8,846

<b>Senior Connections (CAAA)</b>	<p>Senior Connections is the designated Area Agency on Aging for Planning District 15. As a Regional organization, Senior Connections collaborates with community partners to provide home and community services to improve quality of life and support health status. Services also address social isolation and supports connections to resources. The Agency's mission is to "empower older adults to live with dignity and choice." Essential services are provided to help older adults remain in their homes and communities, where they prefer to be. This has been very important in response to CIVID-19 and ongoing needs. Senior</p>	8,000	10,000	10,00
	<p>The agency supports 200 residents and provides hospital to home care transitions, caregiver counseling and resources, care coordination &amp; information assistance and communications &amp; referrals, meals, transportation, home personal care, senior employment, volunteer support, information about resources, benefits enrollment assistance.</p>			
<b>Senior Navigator</b>	<p>Provides free information about the health and aging resources available to Goochland residents. The information focuses on issues such as health, financial concerns, legal questions, health facilities, housing options, transportation, exercise programs, advocacy. They also have 8 centers located throughout the County for citizens without internet access. The partnership assists in connecting the 10,000+ seniors and caregivers; 1,705 veterans; and the nearly 2,000 people with disabilities residing in Goochland with critical support services information and guidance.</p>	2,250	2,250	2,25
<b>Total Contracted Services Support</b>		<b>54,514</b>	<b>59,778</b>	<b>59,77</b>

# CONVENIENCE CENTERS

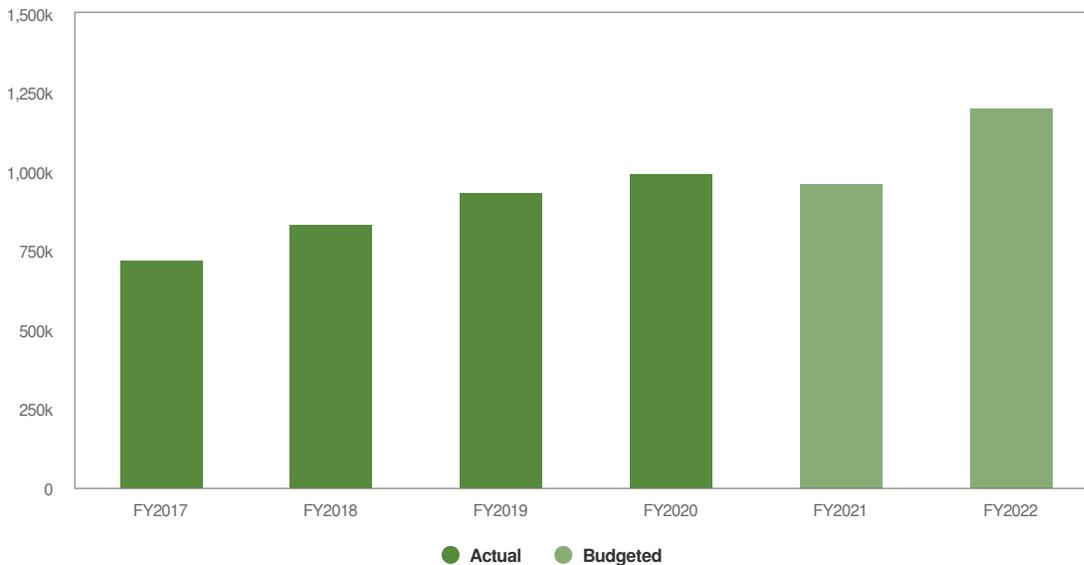
Scott Foster  
Director of General Services

Goochland County operates two convenience centers for use by citizens for safe and convenient disposal of household waste and yard debris. Items for recycling purposes are collected at both locations include paper goods, glass, plastics #1-#7 and waxy coated cartons, aluminum, tires, metal, used oil, paint, antifreeze, used oil filters, propane tanks, electronics, plastic bags, and all types of batteries. Yard debris is grinded into mulch when needed and made available. We also have collection bins for clothing and shoes to benefit Goochland County Free Clinic & Family Services.

## Expenditures Summary

**\$1,204,276** **\$243,745**  
(25.38% vs. prior year)

CONVENIENCE CENTERS Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time positions	6.3	6.3	6.3	6.3
Part-time positions	2	3	4	4

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$361,026	\$379,491	\$476,421	25.5%	\$96,930
Operating Expenses	\$629,260	\$575,653	\$727,855	26.4%	\$152,202

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Transfers And Other	\$5,494	\$5,387	\$0	-100%	-\$5,387
<b>Total Expense Objects:</b>	<b>\$995,780</b>	<b>\$960,531</b>	<b>\$1,204,276</b>	<b>25.4%</b>	<b>\$243,745</b>

## Explanation of Changes

The increase in personnel is due to an additional part-time employee, and the normal salary and benefit increases. The operating increase is primarily due an increase in the volume of trash, which is reflected in the contracted services and hauling expenditure lines.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Services</b>					
<b>Convenience Centers</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$235,532	\$236,087	\$293,099	24.1%	\$57,012
OVERTIME	\$189	\$3,000	\$3,000	0%	\$0
SALARIES - PART TIME	\$46,395	\$52,700	\$54,200	2.8%	\$1,500
FICA BENEFITS	\$16,823	\$18,425	\$22,717	23.3%	\$4,292
VRS BENEFITS PLAN 1&2 EMPLS	\$16,371	\$18,311	\$23,712	29.5%	\$5,401
HOSPITAL/MEDICAL (HMP) BENEFIT	\$38,536	\$43,140	\$69,888	62%	\$26,748
GROUP LIFE INSURANCE	\$2,375	\$2,481	\$3,213	29.5%	\$732
WORKER'S COMPENSATION	\$4,805	\$5,347	\$6,592	23.3%	\$1,245
<b>Total Salaries and Benefits:</b>	<b>\$361,026</b>	<b>\$379,491</b>	<b>\$476,421</b>	<b>25.5%</b>	<b>\$96,930</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$3,838	\$8,550	\$9,900	15.8%	\$1,350
PURCHASED SVCS - UNIFORM	\$16	\$0	\$0	0%	\$0
PROFESSIONAL SVC	\$0	\$5,700	\$4,000	-29.8%	-\$1,700
REPAIRS & MAINT	\$18,138	\$9,500	\$9,500	0%	\$0
CONTRACTED SERVICES	\$169,806	\$119,700	\$200,000	67.1%	\$80,300
ADVERTISING	\$0	\$285	\$285	0%	\$0
CONTRACT HAULING TOWING ETC	\$383,651	\$380,000	\$450,000	18.4%	\$70,000
ELECTRICAL SERVICES	\$8,956	\$0	\$0	0%	\$0
WATER/SEWER SERVICES	\$174	\$0	\$0	0%	\$0
TELECOMMUNICATIONS	\$1,465	\$1,995	\$1,995	0%	\$0
WIRELESS/CELLULAR	\$354	\$950	\$950	0%	\$0
PURCHASED WATER/BEVERAGES	\$0	\$950	\$950	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
OFFICE SUPPLIES	\$2,334	\$950	\$1,000	5.3%	\$50
OFFICE SUPPLIES	\$46	\$0	\$0	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$2,263	\$3,800	\$3,800	0%	\$0
ROAD MATERIALS	\$512	\$2,850	\$3,000	5.3%	\$150
SAFETY SUPPLIES	\$915	\$950	\$950	0%	\$0
COMPUTER EQUIP -NON CAPITAL	\$0	\$475	\$475	0%	\$0
SECURITY SYST- ACCESS SUPPLIES	\$0	\$475	\$475	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$40	\$950	\$950	0%	\$0
EDUCATION- TUITION/REGISTRAT	\$995	\$475	\$475	0%	\$0
DUES & MEMBERSHIPS	\$220	\$48	\$450	837.5%	\$402
REPAIR_MAINT	\$29,057	\$28,500	\$30,000	5.3%	\$1,500
REPAIR_MAINT_SUPP	\$35	\$0	\$0	0%	\$0
FUEL	\$6,446	\$8,550	\$8,700	1.8%	\$150
<b>Total Operating Expenses:</b>	<b>\$629,260</b>	<b>\$575,653</b>	<b>\$727,855</b>	<b>26.4%</b>	<b>\$152,202</b>
<b>Transfers And Other</b>					
LITTER CONTROL GRANT	\$5,494	\$5,387	\$0	-100%	-\$5,387
<b>Total Transfers And Other:</b>	<b>\$5,494</b>	<b>\$5,387</b>	<b>\$0</b>	<b>-100%</b>	<b>-\$5,387</b>
<b>Total Convenience Centers:</b>	<b>\$995,780</b>	<b>\$960,531</b>	<b>\$1,204,276</b>	<b>25.4%</b>	<b>\$243,745</b>
<b>Total General Services:</b>	<b>\$995,780</b>	<b>\$960,531</b>	<b>\$1,204,276</b>	<b>25.4%</b>	<b>\$243,745</b>
<b>Total Expenditures:</b>	<b>\$995,780</b>	<b>\$960,531</b>	<b>\$1,204,276</b>	<b>25.4%</b>	<b>\$243,745</b>

## Aligning with County Strategic Goals

*The policies and practices of the Convenience Centers exemplify excellence in customer service. This includes establishing and maintaining a safe and clean environment for citizens to dispose of waste and recyclables in a cost-effective manner.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government: emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- To provide safe and convenient disposal of household waste and yard debris for County residents.
- Educate the public regarding various recycling options to minimize waste disposal costs.
- Continue to evaluate and plan services to accommodate future needs.
- Initiate training and certification for current employees to better utilize their expertise.
- Purchase of equipment to better enhance our efficiency and services.

## Agency Performance Measures

NAME OF MEASURE	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Maintain an accident free environment as measured by reportable accidents and injuries	1	0	0
Increase the volume of recyclables through new programs such as electronic and plastic bag recycling, thus removing more material from the waste stream which saves money (in tons).		12	12

## Agency Highlights

Convenience Centers continue to see a steady increase for services from the general public. Due to the increase in demand for these types of services, General Services staff will continue to investigate methodologies to provide services to citizens to include an additional facility in the eastern part of the county, as well as expansion of holiday hours and opening at the Western site on Wednesdays.

## Future Outlook

Due to increased demand for services and growth of the County's population in the eastern portion, General Services staff will begin evaluating locations for an additional facility in eastern Goochland.

Convenience Centers will also develop and distribute proof of residence stickers to citizens, allowing for easier determination of residency by staff.

Additionally, staff will continue to need quality safety education and training.

# COUNTY ADMINISTRATOR

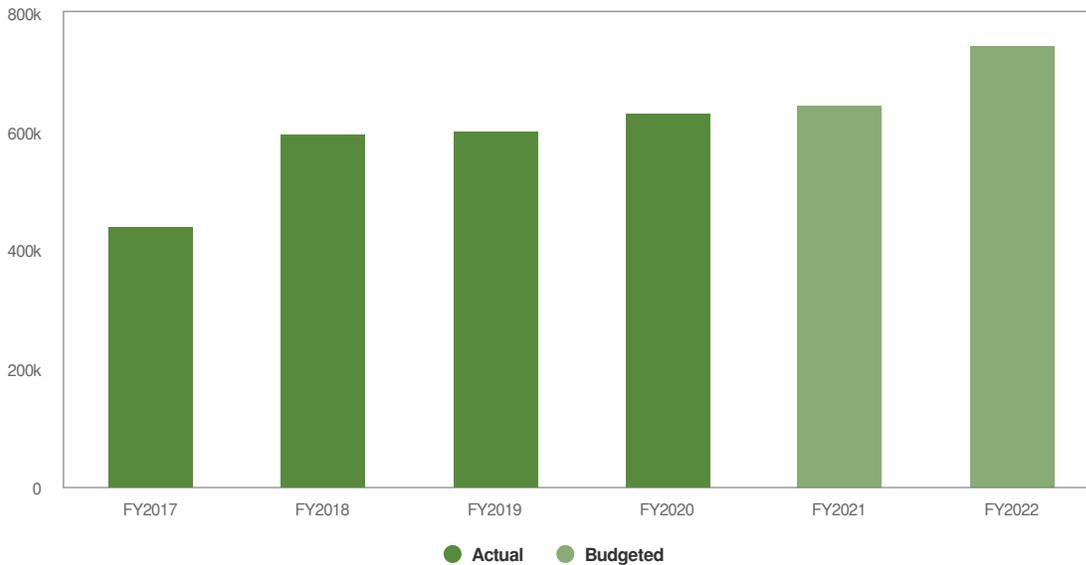
**Kenneth A. Young**  
County Administrator

The County Administrator ensures compliance with federal, state, and local laws and ordinances, and maintains open communication with various sectors of the community, such as the business community, area governments, and County residents. The County Administrator serves at the pleasure of the Board of Supervisors, implementing their policy directives. The budget for the County Administrator includes personnel and operating costs for the County Administrator's Office, as well as the Deputy Clerk to the Board of Supervisors.

## Expenditures Summary

**\$744,681** **\$99,803**  
(15.48% vs. prior year)

COUNTY ADMINISTRATOR Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time positions	4	4	4	4
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
General Government					
County Administrator					
Salaries and Benefits	\$597,117	\$595,003	\$624,306	4.9%	\$29,303

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Operating Expenses	\$35,385	\$49,875	\$120,375	141.4%	\$70,500
<b>Total County Administrator:</b>	<b>\$632,501</b>	<b>\$644,878</b>	<b>\$744,681</b>	<b>15.5%</b>	<b>\$99,803</b>
<b>Total General Government:</b>	<b>\$632,501</b>	<b>\$644,878</b>	<b>\$744,681</b>	<b>15.5%</b>	<b>\$99,803</b>
<b>Total Expenditures:</b>	<b>\$632,501</b>	<b>\$644,878</b>	<b>\$744,681</b>	<b>15.5%</b>	<b>\$99,803</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefits increases. The increase in operating costs is primarily for meeting minutes software and minor increases across the board.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$452,104	\$445,609	\$456,540	2.5%	\$10,931
OVERTIME	\$7,279	\$3,500	\$3,500	0%	\$0
SALARIES - PART TIME	\$1,205	\$0	\$0	0%	\$0
EXPENSE ALLOWANCES	\$13,200	\$13,200	\$27,500	108.3%	\$14,300
FICA BENEFITS	\$31,071	\$35,366	\$37,297	5.5%	\$1,931
VRS BENEFITS PLAN 1& 2 EMPLS	\$39,170	\$44,070	\$45,152	2.5%	\$1,082
HOSPITAL/MEDICAL (HMP) BENEFIT	\$46,872	\$46,872	\$47,760	1.9%	\$888
GROUP LIFE INSURANCE	\$5,825	\$5,971	\$6,118	2.5%	\$147
WORKER'S COMPENSATION	\$391	\$415	\$439	5.8%	\$24
<b>Total Salaries and Benefits:</b>	<b>\$597,117</b>	<b>\$595,003</b>	<b>\$624,306</b>	<b>4.9%</b>	<b>\$29,303</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$0	\$3,800	\$54,000	1,321.1%	\$50,200
PRINTING AND BINDING	\$111	\$0	\$0	0%	\$0
POSTAGE	\$1,995	\$950	\$2,000	110.5%	\$1,050
TELECOMMUNICATIONS	\$2,940	\$1,615	\$3,000	85.8%	\$1,385
WIRELESS/CELLULAR	\$3,249	\$3,135	\$3,300	5.3%	\$165
SOFTWARE/LICENSES	\$2,987	\$9,500	\$27,000	184.2%	\$17,500
OFFICE SUPPLIES	\$4,756	\$3,800	\$4,000	5.3%	\$200
OFFICE SUPPLIES	\$220	\$0	\$0	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$61	\$0	\$0	0%	\$0
BOOKS & SUBSCRIPTIONS	\$262	\$475	\$475	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
FURN & FIXTURES-NON CAPITAL	\$0	\$950	\$0	-100%	-\$950
TRAVEL- MILEAGE	\$247	\$1,425	\$1,400	-1.8%	-\$25
MEALS/FOOD OTHER TRAINING	\$988	\$2,375	\$2,000	-15.8%	-\$375
TRAVEL EXP - EDUCATION/TRAIN	\$3,171	\$5,700	\$6,000	5.3%	\$300
EDUCATION- TUITION/REGISTRAT	\$1,339	\$4,750	\$5,000	5.3%	\$250
EMPLOYEE SERVICES	\$1,141	\$0	\$1,200	N/A	\$1,200
DUES & MEMBERSHIPS	\$7,245	\$5,700	\$6,000	5.3%	\$300
LEASE/RENT EQUIPMENT	\$4,673	\$5,700	\$5,000	-12.3%	-\$700
<b>Total Operating Expenses:</b>	<b>\$35,385</b>	<b>\$49,875</b>	<b>\$120,375</b>	<b>141.4%</b>	<b>\$70,500</b>
<b>Total Expense Objects:</b>	<b>\$632,501</b>	<b>\$644,878</b>	<b>\$744,681</b>	<b>15.5%</b>	<b>\$99,803</b>

## Agency Goals & Objectives

- Provide leadership and direction to staff in conducting the business of the County
- Provide administrative and managerial support and professional advice to the Board of Supervisors Develop and implement programs, policies and procedures to ensure the provision of effective and efficient government services
- Present and recommend balanced annual operating and capital budgets
- Formulate Board initiatives
- Inform, promote and engage the public through public information efforts

## Future Outlook

- Despite the year-long pandemic, local Goochland economy remains strong
- FY2022 budget continues to meet or exceed all financial policies
- Public safety and education remain the priorities in the FY22 budget
- Significant investments in the CIP are included in this budget
- No increase in real estate tax rate or TCSD tax rate in FY2022 budget
- FY2022 budget includes 3% merit raises for County employees

# COUNTY ASSESSOR

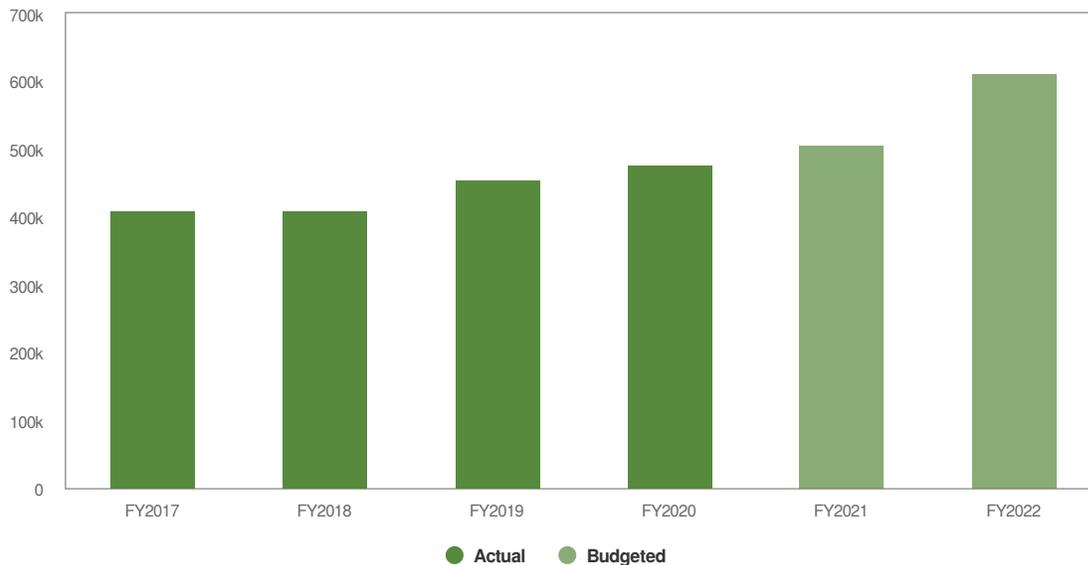
Mary Ann Davis  
County Assessor

The County Assessor's office is responsible for the annual assessment of all real estate in Goochland County and for the maintenance and retention of accurate and up-to-date property records. This information is available in our office and on the County's website. Also, we administer the Land Use Assessment Program and are responsible in maintaining current information in the CAMA system and in the files.

## Expenditures Summary

**\$612,921** **\$107,595**  
(21.29% vs. prior year)

COUNTY ASSESSOR Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time positions	5	5	6	6
Part-time positions	1	1	1	1

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$444,617	\$455,072	\$555,884	22.2%	\$100,812
Operating Expenses	\$32,666	\$50,254	\$57,037	13.5%	\$6,783
<b>Total General Fund:</b>	<b>\$477,283</b>	<b>\$505,326</b>	<b>\$612,921</b>	<b>21.3%</b>	<b>\$107,595</b>

## Explanation of Changes

The increase in personnel costs is due to the addition of a new full-time employee, and the normal salary and benefits increases. Operating expense is increasing across all expenditure lines with no major increases.

### Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$313,585	\$313,585	\$388,637	23.9%	\$75,052
SALARIES - PART TIME	\$10,280	\$15,000	\$15,450	3%	\$450
FICA BENEFITS	\$23,005	\$25,137	\$30,913	23%	\$5,776
VRS BENEFITS PLAN 1& 2 EMPLS	\$27,850	\$31,013	\$38,436	23.9%	\$7,423
HOSPITAL/MEDICAL (HMP) BENEFIT	\$57,780	\$57,780	\$66,690	15.4%	\$8,910
GROUP LIFE INSURANCE	\$4,108	\$4,202	\$5,208	23.9%	\$1,006
WORKER'S COMPENSATION	\$8,010	\$8,355	\$10,550	26.3%	\$2,195
<b>Total Salaries and Benefits:</b>	<b>\$444,617</b>	<b>\$455,072</b>	<b>\$555,884</b>	<b>22.2%</b>	<b>\$100,812</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$0	\$760	\$800	5.3%	\$40
PROFESSIONAL SVC	\$1,043	\$2,612	\$3,000	14.9%	\$388
REPAIRS & MAINT	\$160	\$1,140	\$1,200	5.3%	\$60
PRINTING AND BINDING	\$2,269	\$2,375	\$2,400	1.1%	\$25
ADVERTISING	\$208	\$618	\$600	-2.9%	-\$18
SOFTWARE MAINT. CONTRACTS	\$12,190	\$14,155	\$14,862	5%	\$707
POSTAGE	\$5,854	\$8,550	\$9,000	5.3%	\$450
TELECOMMUNICATIONS	\$545	\$760	\$900	18.4%	\$140
WIRELESS/CELLULAR	\$910	\$855	\$900	5.3%	\$45
OFFICE SUPPLIES	\$927	\$1,757	\$1,800	2.4%	\$43
VEHICLE/POWER EQUIP SUPPLIES	\$137	\$1,425	\$1,500	5.3%	\$75
BOOKS & SUBSCRIPTIONS	\$1,223	\$1,710	\$1,800	5.3%	\$90
FURN & FIXTURES-NON CAPITAL	\$0	\$0	\$4,000	N/A	\$4,000
TRAVEL- MILEAGE	\$0	\$285	\$300	5.3%	\$15
MEALS/FOOD OTHER TRAINING	\$0	\$190	\$250	31.6%	\$60
TRAVEL EXP - EDUCATION/TRAIN	\$1,043	\$2,850	\$3,000	5.3%	\$150
EDUCATION- TUITION/REGISTRAT	\$1,949	\$2,850	\$3,000	5.3%	\$150
DUES & MEMBERSHIPS	\$1,383	\$1,567	\$1,800	14.9%	\$233
FUEL	\$699	\$2,470	\$2,600	5.3%	\$130
LEASE/RENT EQUIPMENT	\$2,127	\$3,325	\$3,325	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Total Operating Expenses:	\$32,666	\$50,254	\$57,037	13.5%	\$6,783
Total Expense Objects:	\$477,283	\$505,326	\$612,921	21.3%	\$107,595

## Agency Goals & Objectives

- To complete the annual reassessment of properties at 90% to 100% of fair market value with COD of 10-15% or less.
- To be efficient, effective, accountable and transparent with emphasis on customer service.
- To plan ahead for future needs that can affect our operating and capital needs.
- To support quality education by encouraging staff to take classes that will enhance their knowledge in their jobs.
- To create a positive work environment that will attract and retain high qualified, diverse professionals who share our core values.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Number of weeks to work building permits and process supplemental tax	4-5	4 - 5	4-5
Return phone calls and reply to emails the same day received	100%	100%	100%
Days to reply to letters received	7	7	7
Days to respond to County Departments/Staff inquires	2	2	2
Assessment to sales ratio should follow the IAO recommendations	90-100	90 - 100	90-100

## Agency Highlights

- During COVID-19 our office scanned 90,000+ old property record cards that had to have staples removed and renamed with parcel identification number in the network. Our office completed 70% of this task.
- Stayed on schedule with reassessment in spite of COVID.
- Began setting up land schedule models in the North West section of the County. By using the modeling concept in Assess Pro, we will be able to work with large parcel counts as the county grows.
- Picked up \$84,000,000 in new construction in 2020
- Revamped the Land Use Revalidation Application this year so that property owners in the program could easily complete and mail in. This was done to keep people out of the building during the pandemic.
- Assessor continues to serve on the Virginia Association of Assessing Officers Land Use Committee.

## Future Outlook

### Office ambitions are:

- Continue to rebuild reports and database links that were broken in the Assess Pro upgrade in 2020.
- Update CAMA cost tables to reflect standards and local market conditions
- Build a Process and Procedures Manual for our office which is ongoing.
- Create a Valuation Manual for standardization
- Continue to field check and audit Land Use Program properties for authenticity
- Create land models in the West end of the County.

# COUNTY ATTORNEY

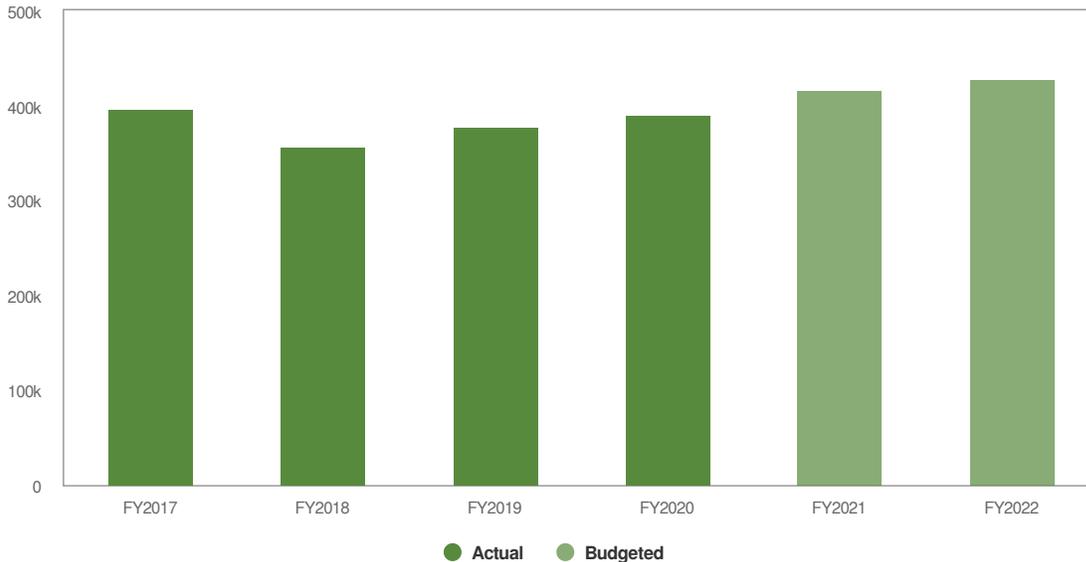
Tara McGee  
County Attorney

The County Attorney's office provides professional, ethical, and timely legal representation to protect the legal interests of the County. The Office provides advice and legal services to the county, its officials, and employees. These legal services include review and preparation of County contracts, deeds, and other legal documents; drafting and amending ordinances; and representation in litigation.

## Expenditures Summary

**\$427,959** **\$12,049**  
(2.9% vs. prior year)

COUNTY ATTORNEY Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Proposed	FY2022 Adopted
Full-time positions	3	3	4	3
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Salaries and Benefits	\$371,184	\$388,882	\$399,851	2.8%	\$10,969
Operating Expenses	\$19,230	\$27,028	\$28,108	4%	\$1,080
<b>Total General Fund:</b>	<b>\$390,414</b>	<b>\$415,910</b>	<b>\$427,959</b>	<b>2.9%</b>	<b>\$12,049</b>

## Explanation of Changes

The increase in personnel costs are due to the normal salary and benefit increases. The increase in operating costs is to provide employees with County issued wireless device.

### Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$298,673	\$304,090	\$313,213	3%	\$9,123
SALARIES - PART TIME	\$1,694	\$8,750	\$8,750	0%	\$0
FICA BENEFITS	\$21,081	\$23,932	\$24,360	1.8%	\$428
VRS BENEFITS PLAN 1& 2 EMPLS	\$26,602	\$30,075	\$30,977	3%	\$902
HOSPITAL/MEDICAL (HMP) BENEFIT	\$18,936	\$17,616	\$18,000	2.2%	\$384
GROUP LIFE INSURANCE	\$3,913	\$4,075	\$4,197	3%	\$122
WORKER'S COMPENSATION	\$285	\$344	\$354	2.9%	\$10
<b>Total Salaries and Benefits:</b>	<b>\$371,184</b>	<b>\$388,882</b>	<b>\$399,851</b>	<b>2.8%</b>	<b>\$10,969</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$667	\$285	\$285	0%	\$0
OUTSIDE COUNSEL	\$3,740	\$4,750	\$4,750	0%	\$0
CONTRACTED SERVICES	\$224	\$285	\$285	0%	\$0
POSTAGE	\$64	\$285	\$285	0%	\$0
TELECOMMUNICATIONS	\$1,475	\$475	\$475	0%	\$0
WIRELESS/CELLULAR	\$0	\$0	\$1,080	N/A	\$1,080
OFFICE SUPPLIES	\$1,064	\$1,188	\$1,188	0%	\$0
BOOKS & SUBSCRIPTIONS	\$5,365	\$5,890	\$5,890	0%	\$0
TRAVEL - MILEAGE	\$264	\$570	\$570	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$1,348	\$3,800	\$3,800	0%	\$0
EDUCATION- TUITION/REGISTRAT	\$1,260	\$4,750	\$4,750	0%	\$0
DUES & MEMBERSHIPS	\$1,120	\$1,425	\$1,425	0%	\$0
LEASE/RENT EQUIPMENT	\$2,639	\$3,325	\$3,325	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$19,230</b>	<b>\$27,028</b>	<b>\$28,108</b>	<b>4%</b>	<b>\$1,080</b>
<b>Total Expense Objects:</b>	<b>\$390,414</b>	<b>\$415,910</b>	<b>\$427,959</b>	<b>2.9%</b>	<b>\$12,049</b>

## Aligning with County Strategic Goals

The work of the County Attorney's office supports all the county's strategic goals, but most closely aligns with County Strategic Goal 1 to provide efficient, effective, and transparent government with emphasis on customer service excellence.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- To consistently provide professional, ethical, and timely legal services to the county, its officials, and employees.
- To draft or revise county ordinances, policies, and procedures to improve their legality, clarity, and applicability.
- To implement procedures and practices in our office to maintain or improve quality, efficiency, and effectiveness.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Revise and improve county ordinances, policies and processes	56	56	56

## Agency Highlights

- Provided advice on all legal aspects and challenges related to the COVID-19 pandemic, especially in the areas of human resources, procurement, and public meetings; and prepared the county's continuity ordinance.
- Brought the County into compliance with Public Records Act by revising policy for use and storage of text messages.
- Revised Special Events ordinance to meet constitutional requirements.
- Improved office procedures related to Community Development: rewrote all templates for land use ordinances and resolutions to include zoning history; created templates for land use advertisements; and adopted transmittal sheets for plats and plans
- Facilitated acquisition and handled all legal issues for the purchase of two properties for future courthouse location.
- Managed the Citizen Nuisance Noise Committee; organized and held regular meetings; provided information, data, and research for committee; drafted proposed nuisance noise ordinance.

## Future Outlook

The County Attorney's office will be busy in the upcoming fiscal year managing the legal aspects of the November 2021 bond referendum, the County's decennial redistricting, and broadband efforts. In addition, the office will be facilitating acquisition and handling all legal issues for the County's proposed land acquisitions.

# DEBT SERVICE

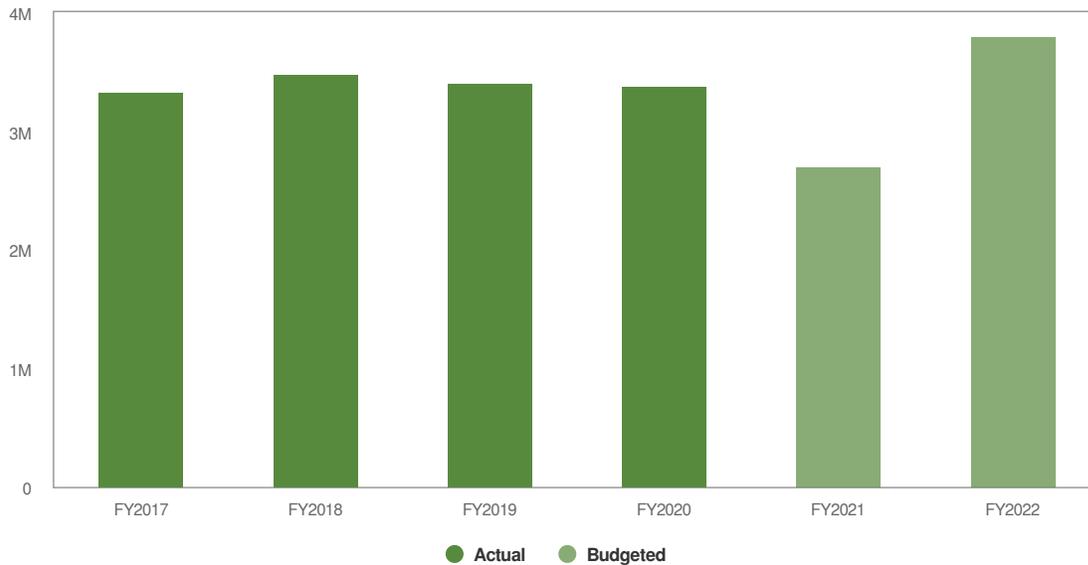
**Barbara Horlacher**  
*Deputy County Administrator*

The budget for Debt Service supports the County's annual payments toward long-term and short-term obligations for County and School facilities and reserves funds for future anticipated debt service. Debt service is funded by ongoing revenues of the general fund and reserves. In the Commonwealth of Virginia, there is no statutory limitation on the amount of general obligation debt the County may incur. The County has a debt policy that imposes limits on the amount of total debt and debt service the general fund can incur.

## Expenditures Summary

**\$3,797,515** **\$1,096,515**  
(40.6% vs. prior year)

DEBT SERVICE Proposed and Historical Budget vs. Actual



Debt service is budgeted for the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The County has no personnel in a department for debt service, and all transactions are handled by Financial Services.

The FY2022 increase is for building reserves.

## Debt Policy

The following is the debt portion of the Goochland County Financial Management Policies (see attached):

### DEBT POLICIES

1. The County will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances more than policy targets, and "pay-as-you-go" appropriations. Pay-as-you-go appropriations will be adopted as part of the operating budget.
2. When the County finances capital improvements or other projects by issuing bonds, or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt a County can issue. The County has set its own debt ratio guidelines as part of sound financial management practices. Debt ratios will be annually calculated and included in the review of financial trends. The County will comply with the following debt ratio guidelines:
  1. Net debt as a percentage of taxable assessed value of real estate shall not exceed 2.5%. Net debt shall be defined to include bond issuance directly supported by the general fund. Projects such as the VRA obligation for the Tuckahoe Creek Service District which is supported by a dedicated stream of revenues (separate ad valorem tax and revenue sharing agreement) or other self-supporting obligations will not be included. To the extent that the County provides general fund support, the proportionate share of the debt that the County is supporting will be included in this ratio.
  2. The ratio of debt service expenditures as a percent of total general fund expenditures (including transfers to other funds) shall have a target of 10%, with a ceiling of 12%. As discussed in section 3a, debt with either a dedicated stream of revenues or self-supporting debt will not be included in the calculation. To the extent that the County provides general fund support (outside of the dedicated revenue stream or revenue sharing agreement), the amount of that support will be included in this ratio.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Operating Expenses</b>					
<b>Debt Service</b>					
COMPUTER EQUIPMENT	\$78,814	\$0	\$0	0%	\$0
<b>Total Debt Service:</b>	<b>\$78,814</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>
<b>Total Operating Expenses:</b>	<b>\$78,814</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>
<b>Debt Service</b>					
<b>Debt Service</b>					
REDEMPTION OF PRINCIPAL	\$2,980,000	\$2,413,000	\$3,600,000	49.2%	\$1,187,000
INTEREST	\$329,138	\$287,000	\$196,515	-31.5%	-\$90,485
TRUSTEE FEES ADMIN COST DEBT	\$605	\$1,000	\$1,000	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Total Debt Service:	\$3,309,743	\$2,701,000	\$3,797,515	40.6%	\$1,096,515
Total Debt Service:	\$3,309,743	\$2,701,000	\$3,797,515	40.6%	\$1,096,515
Total Expense Objects:	\$3,388,557	\$2,701,000	\$3,797,515	40.6%	\$1,096,515

## FY2022 NEW DEBT ANALYSIS

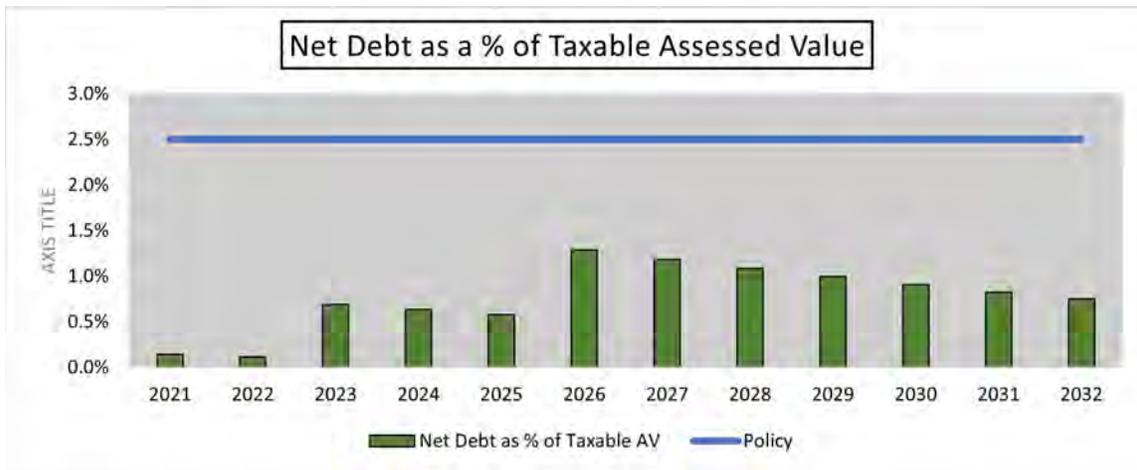
The County targets 10% debt service to expenditures even though the policy is 12%. The net debt as a percentage of market value of taxable property should not exceed 2.5%. The comfort level established for annual debt service is below \$6 million. The Capital Improvements Program long range planning has the following projects scheduled which require borrowing:

- New school facility requires borrowing \$41.0 million in FY2022
- New circuit court building, high school renovations & additions, West Creek fire station \$54.0 million in FY2026

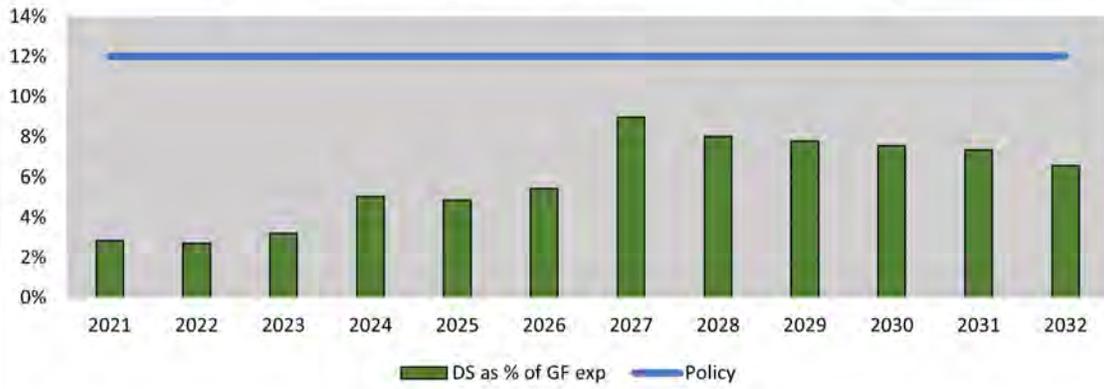
As shown in the following charts:

- Net debt as a percent of taxable assessed value peaks in FY2026 at 1.29%, which is well below policy at 2.5%
- Debt service as a percent of general fund expenses peaks in FY2027 at 8.98% below target of 10% and policy 12%
- Reserves for debt service are building to cover the 5 year period FY2027 to FY2031 when debt service exceeds our comfort level of \$6 million annually (last 2 charts)

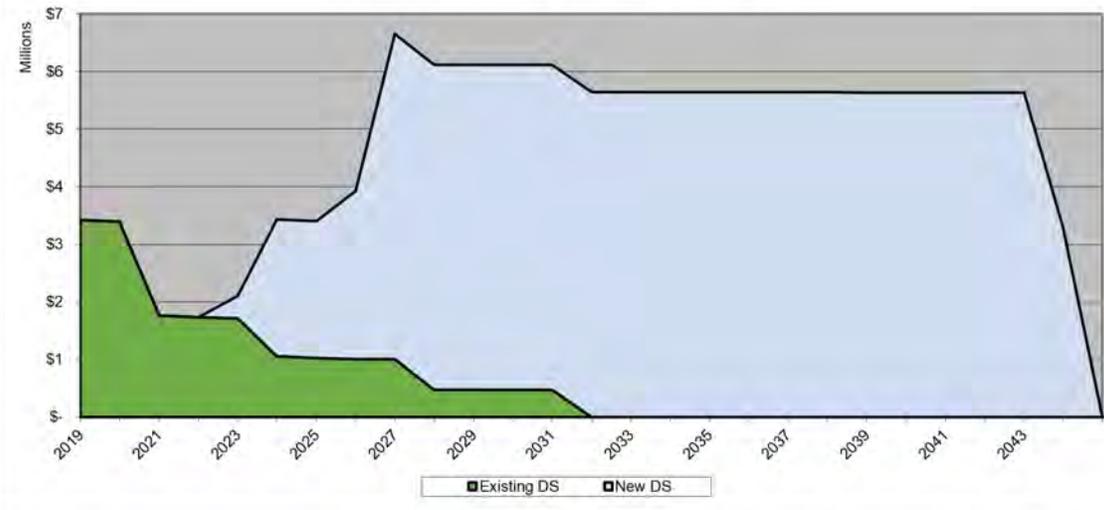
For project details, see the Capital Improvements section of the budget.



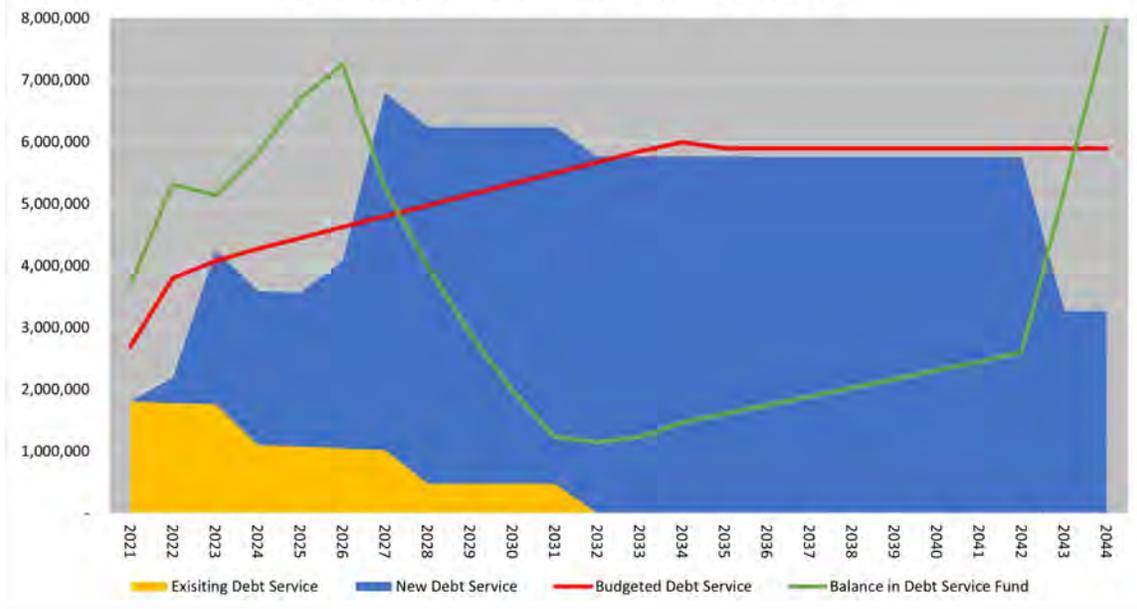
### Debt Service to General Government Expenses



### Existing Plus New Debt Service



Existing Debt, New Debt & Balance in Debt Service



# ECONOMIC DEVELOPMENT

Jo Ann Hunter  
Deputy County Administrator

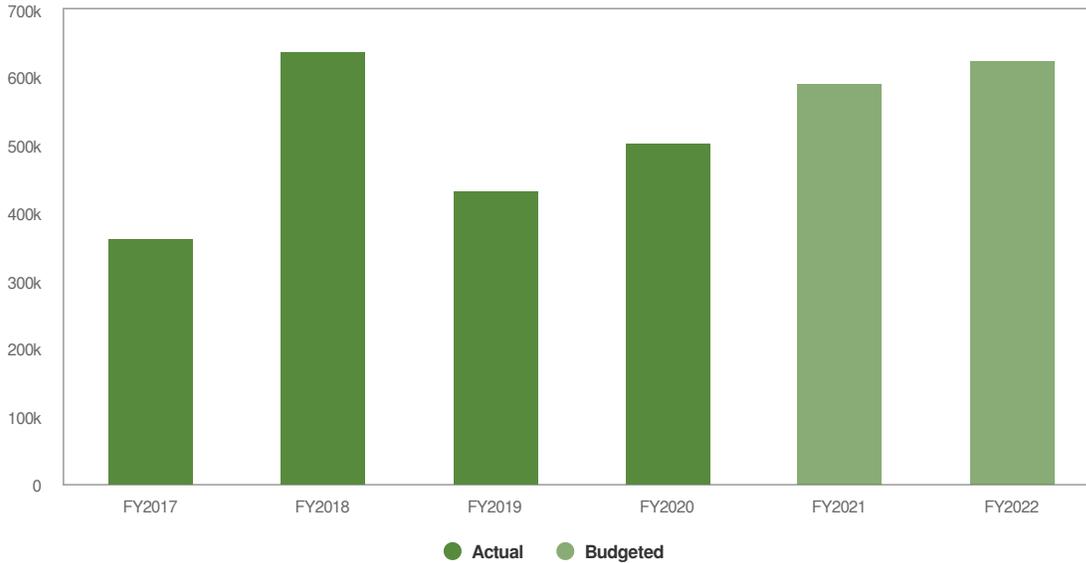
The Department of Economic Development promotes business attraction and retention in Goochland County, and provides staff support to the Economic Development Authority (EDA). The EDA budget consists of payments from the County to the EDA for reimbursements or pass through funding related to performance agreements or grants.

## Expenditures Summary

### Economic Development & the Economic Development Authority (EDA)

**\$625,342** **\$32,606**  
(5.5% vs. prior year)

ECONOMIC DEVELOPMENT Proposed and Historical Budget vs. Actual



Staffing	FY2020 Actual	FY2021 Budgeted	FY2022 Proposed	FY2022 Adopted
Full-time positions	2.3	2.3	2.3	2.3
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$226,303	\$229,006	\$236,187	3.1%	\$7,181
Operating Expenses	\$52,192	\$88,730	\$89,155	0.5%	\$425
Transfers And Other	\$226,014	\$275,000	\$300,000	9.1%	\$25,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expense Objects:</b>	<b>\$504,509</b>	<b>\$592,736</b>	<b>\$625,342</b>	<b>5.5%</b>	<b>\$32,606</b>

## Explanation of Changes

The increase in personnel costs is due the the normal salary and benefit increases. The increase in operating expense for Economic Development is primarily due to contracted services support. The EDA is increasing for performance agreements. In addition, the EDA budget has been combined with the Department of Economic Development for this report.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Community Development</b>					
<b>Economic Development</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$170,164	\$169,721	\$174,813	3%	\$5,092
PUBLIC OFFICIAL STIPEND	\$2,300	\$4,000	\$4,000	0%	\$0
FICA BENEFITS	\$9,342	\$9,629	\$9,917	3%	\$288
VRS BENEFITS PLAN 1&2 EMPLS	\$11,416	\$12,447	\$12,821	3%	\$374
HOSPITAL/MEDICAL (HMP) BENEFIT	\$27,672	\$27,672	\$28,932	4.6%	\$1,260
GROUP LIFE INSURANCE	\$1,649	\$1,686	\$1,737	3%	\$51
WORKER'S COMPENSATION	\$3,760	\$3,851	\$3,967	3%	\$116
<b>Total Salaries and Benefits:</b>	<b>\$226,303</b>	<b>\$229,006</b>	<b>\$236,187</b>	<b>3.1%</b>	<b>\$7,181</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$0	\$2,375	\$2,375	0%	\$0
REPAIRS & MAINT	\$65	\$0	\$0	0%	\$0
CONTRACTED SERVICES	\$7,474	\$16,340	\$14,700	-10%	-\$1,640
PRINTING AND BINDING	\$290	\$950	\$950	0%	\$0
POSTAGE	\$69	\$285	\$250	-12.3%	-\$35
TELECOMMUNICATIONS	\$261	\$380	\$380	0%	\$0
WIRELESS/CELLULAR	\$1,455	\$1,425	\$1,425	0%	\$0
OFFICE SUPPLIES	\$1,492	\$950	\$950	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$0	\$475	\$475	0%	\$0
BOOKS & SUBSCRIPTIONS	\$1,023	\$285	\$285	0%	\$0
MARKETING AND PROMOTIONS	\$15,432	\$38,000	\$38,425	1.1%	\$425
MARKETING AND PROMOTIONS	\$5,000	\$0	\$0	0%	\$0
COMPUTER EQUIP -NON CAPITAL	\$0	\$190	\$615	223.7%	\$425

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
FURN & FIXTURES-NON CAPITAL	\$1,176	\$0	\$0	0%	\$0
TRAVEL- MILEAGE	\$367	\$950	\$950	0%	\$0
MEALS/FOOD OTHER TRAINING	\$171	\$1,900	\$1,900	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$5,191	\$7,600	\$7,600	0%	\$0
EDUCATION-TUITION/REGISTRAT	\$4,570	\$5,700	\$5,700	0%	\$0
CONTRACTED SUPPORT SERVICES	\$2,000	\$1,900	\$3,200	68.4%	\$1,300
DUES & MEMBERSHIPS	\$2,893	\$2,375	\$2,375	0%	\$0
FUEL	\$205	\$2,850	\$2,800	-1.8%	-\$50
LEASE/RENT EQUIPMENT	\$3,059	\$3,800	\$3,800	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$52,192</b>	<b>\$88,730</b>	<b>\$89,155</b>	<b>0.5%</b>	<b>\$425</b>
<b>Total Economic Development:</b>	<b>\$278,495</b>	<b>\$317,736</b>	<b>\$325,342</b>	<b>2.4%</b>	<b>\$7,606</b>
<b>Payment To Eda Component Unit Transfers And Other</b>					
GF TRANSFER TO EDA	\$226,014	\$275,000	\$300,000	9.1%	\$25,000
<b>Total Transfers And Other:</b>	<b>\$226,014</b>	<b>\$275,000</b>	<b>\$300,000</b>	<b>9.1%</b>	<b>\$25,000</b>
<b>Total Payment To Eda Component Unit:</b>	<b>\$226,014</b>	<b>\$275,000</b>	<b>\$300,000</b>	<b>9.1%</b>	<b>\$25,000</b>
<b>Total Community Development:</b>	<b>\$504,509</b>	<b>\$592,736</b>	<b>\$625,342</b>	<b>5.5%</b>	<b>\$32,606</b>
<b>Total Expenditures:</b>	<b>\$504,509</b>	<b>\$592,736</b>	<b>\$625,342</b>	<b>5.5%</b>	<b>\$32,606</b>

## Aligning with County Strategic Goals

*The Economic Development Department and the Economic Development Authority further the Board of Supervisor's goal of balanced development by attracting and retaining quality commercial and industrial development in designated growth areas.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Stimulate investment and job growth through new business development
- Retain and expand existing businesses in Goochland County
- Promote, enhance, and expand tourism offerings in Goochland County
- Maintain an effective and efficient Economic Development Department

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Commercial/Residential Real Estate Ratio (Jan 2020 Commercial)	19.24%	20%	20%
New Taxable Commercial Investment in the County (in millions)	\$65.8	\$30M	\$30M
New Commercial Investment within Designated Growth Management Areas (in millions)	\$64.6	\$30M	\$30M
New Commercial Investment within the TCSD (in millions)	\$31.1	\$15M	\$15M
Number of existing business visits and assistance (CY2020)	89	50	50

## Agency Highlights

The Economic Development department was reorganized in 2018 to support both business attraction and business retention. Since becoming fully staffed in January 2019, the department has successfully written and began implementation of the Economic Development Strategic Plan. The Plan lays out several goals with detailed objectives and strategies to successfully achieve those goals. The department has completed over 60% of the plan's objectives and 29% are currently underway. Major completed objectives include: creation of WestCreek campus marketing materials, completion of targeted industry analysis, creation of a formalized incentive policy, continued business retention visits, three business park walks, and countless business touches.

In addition to making progress towards the Strategic Plan goals, the Economic Development department provided COVID-19 business assistance to hundreds of Goochland businesses including over \$150,000 in Back to Business and E-Commerce grants.

In FY2020, both existing and new business contributed \$65.8 in capital investments to the County. Out of that investment, \$64.6 million is in the County's designated growth areas and \$31.1 million in the Tuckahoe Creek Service District.

## Future Outlook

With the restructuring of the Economic Development Department in the Fall of 2018, the County positioned itself to increase the relationships with local and regional partnerships and with the existing Goochland businesses. We also increased the marketing of the County's commercial and industrial properties. Economic Development staff will continue to build relationships with existing businesses, landowners, and stakeholders in the Richmond region.

The Economic Development Coordinator for new business attraction will concentrate on:

- Creation of a comprehensive catalog of targeted marketing materials
- Host site selectors to increase familiarization with the County
- Tourism Strategic Plan

The Economic Development Coordinator for existing business retention will concentrate on:

- Continuing business visits
- Developing incentive programs and policies for existing business expansions
- Business Park Networking / Round-table events
- Targeting agricultural based businesses and home-occupations

# ENVIRONMENTAL & LAND DEVELOPMENT

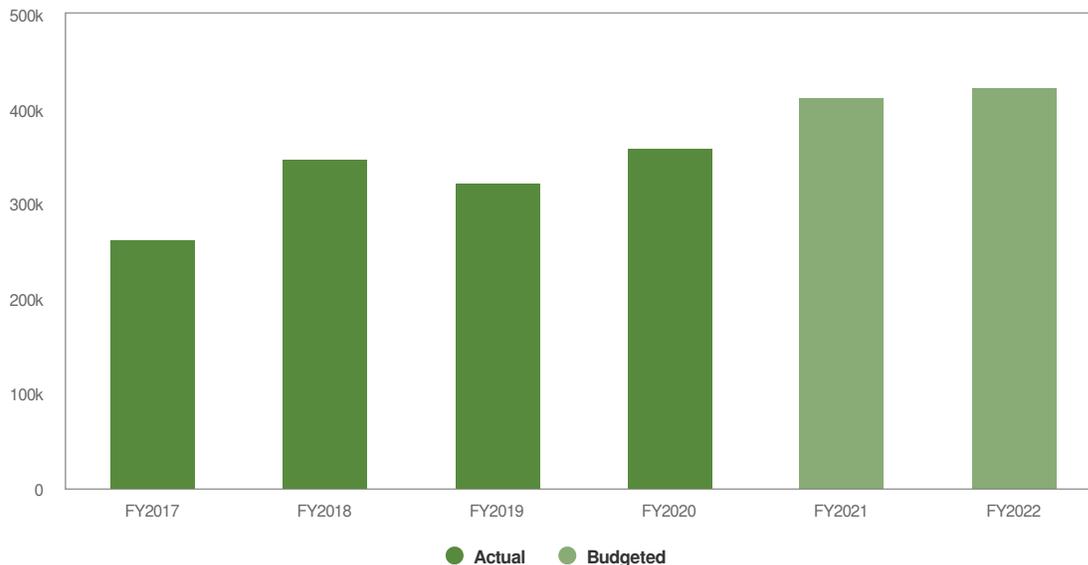
**John Woodburn**  
Environmental Manager

The Environmental Department provides engineering expertise to all County departments, agencies, and to the citizens in all matters related to site development, engineering analysis of traffic and other civil engineering matters and the environment. The primary responsibilities include administration, review, and issuance of all Plans of Development (POD), Land Disturbance Permits (LDP) and Stormwater Permits; coordinating review of development proposals; review of building permits, rezoning and CUP applications; and assisting staff and citizens with environmental concerns/questions such as FEMA flood plain, wetlands, drainage problems and Biosolid applications. The department also oversees the monitoring and maintenance of the closed county landfill; serves as the local monitor for biosolids application; provides oversight and performs compliance inspections for all County held Conservation easements; reviews projects as requested by the State for historic resources; participates in the James River monitoring program at Tucker Park managed through James River Association; and the County's various Environmental Awareness programs. This division also serves as the County's liaison to Monacan Soil and Water Conservation District and partners with them to facilitate and support various agricultural programs throughout the County. All the required commercial erosion and sediment control, POD inspections, stormwater inspections, annual maintenance compliance and outreach for these programs are done by the Environmental department.

## Expenditures Summary

**\$423,208** **\$11,670**  
(2.84% vs. prior year)

ENVIRONMENTAL & LAND DEVELOPMENT Proposed and Historical Budget vs. Actual



Staffing	FY2020 Actual	FY2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	3	3	5	3
Part-time positions	1	1	0	1

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$288,285	\$309,745	\$309,558	-0.1%	-\$187
Operating Expenses	\$70,392	\$101,793	\$113,650	11.6%	\$11,857
<b>Total Expense Objects:</b>	<b>\$358,678</b>	<b>\$411,538</b>	<b>\$423,208</b>	<b>2.8%</b>	<b>\$11,670</b>

## Explanation of Changes

The minor decrease in personnel costs is due to a change in benefits, offset by the normal salary and benefit increases. The increase in operating costs is primarily due to normal increases in costs across all expenditures, partially offset by a decrease in landfill costs.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Community Development</b>					
<b>Environmental And Land Develop</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$202,558	\$198,248	\$197,970	-0.1%	-\$278
SALARIES - PART TIME	\$6,576	\$29,556	\$29,000	-1.9%	-\$556
FICA BENEFITS	\$15,275	\$17,427	\$17,363	-0.4%	-\$64
VRS BENEFITS PLAN 1&2 EMPLS	\$18,157	\$19,606	\$19,579	-0.1%	-\$27
HOSPITAL/MEDICAL (HMP) BENEFIT	\$35,940	\$35,280	\$36,048	2.2%	\$768
GROUP LIFE INSURANCE	\$2,700	\$2,657	\$2,653	-0.2%	-\$4
WORKER'S COMPENSATION	\$7,080	\$6,971	\$6,945	-0.4%	-\$26
<b>Total Salaries and Benefits:</b>	<b>\$288,285</b>	<b>\$309,745</b>	<b>\$309,558</b>	<b>-0.1%</b>	<b>-\$187</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$0	\$760	\$1,250	64.5%	\$490
PROFESSIONAL SVC			\$10,000	N/A	\$10,000
REPAIRS & MAINT	\$259	\$475	\$500	5.3%	\$25
PRINTING AND BINDING	\$0	\$570	\$600	5.3%	\$30
LANDFILL-ENVIROMENTAL	\$20,234	\$38,000	\$35,000	-7.9%	-\$3,000
LANDFILL CAP MAINTENANACE	\$0	\$4,750	\$5,000	5.3%	\$250
ELECTRICAL SERVICES	\$0	\$2,850	\$2,000	-29.8%	-\$850
POSTAGE	\$711	\$475	\$1,500	215.8%	\$1,025
TELECOMMUNICATIONS	\$491	\$665	\$800	20.3%	\$135
WIRELESS/CELLULAR	\$929	\$665	\$1,000	50.4%	\$335
OFFICE SUPPLIES	\$2,090	\$1,235	\$1,500	21.5%	\$265

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
VEHICLE/POWER EQUIP SUPPLIES	\$33	\$950	\$1,000	5.3%	\$50
BOOKS & SUBSCRIPTIONS	\$0	\$380	\$500	31.6%	\$120
COMPUTER EQUIP -NON CAPITAL	\$558	\$475	\$500	5.3%	\$25
OPERATING SUPPLIES	\$201	\$570	\$600	5.3%	\$30
TRAVEL- MILEAGE	\$0	\$570	\$600	5.3%	\$30
TRAVEL EXP - EDUCATION/TRAIN	\$0	\$1,140	\$1,500	31.6%	\$360
EDUCATION- TUITION/REGISTRAT	\$0	\$1,425	\$2,000	40.4%	\$575
CONTRACTED SUPPORT SERVICES	\$44,000	\$41,800	\$44,000	5.3%	\$2,200
DUES & MEMBERSHIPS	\$80	\$713	\$800	12.2%	\$87
FUEL	\$806	\$2,850	\$3,000	5.3%	\$150
LEASE- POSTAGE METER	\$0	\$475	\$0	-100%	-\$475
<b>Total Operating Expenses:</b>	<b>\$70,392</b>	<b>\$101,793</b>	<b>\$113,650</b>	<b>11.6%</b>	<b>\$11,857</b>
<b>Total Environmental And Land Develop:</b>	<b>\$358,678</b>	<b>\$411,538</b>	<b>\$423,208</b>	<b>2.8%</b>	<b>\$11,670</b>
<b>Total Community Development:</b>	<b>\$358,678</b>	<b>\$411,538</b>	<b>\$423,208</b>	<b>2.8%</b>	<b>\$11,670</b>
<b>Total Expenditures:</b>	<b>\$358,678</b>	<b>\$411,538</b>	<b>\$423,208</b>	<b>2.8%</b>	<b>\$11,670</b>

## Aligning with County Strategic Goals

*The Environmental and Land Development department ensures through its policies and ordinances that all development in the county adheres to good environmental practices. Balanced development that contributes to the welfare of the community and customer service are initiatives of this Department.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Promote and facilitate development in the County by maintaining a quick and efficient Plan of Development process.
- Protect the County's natural resources by ensuring development in the County is done in compliance with the State's various environmental programs such as Erosion and Sediment Control and Storm-water Management.
- Encourage and promote communication, cooperation and coordination between agencies reviewing plans as part of the Plan of Development process to assist citizens and developers in obtaining the required approvals which allows them to operate their business in Goochland County and to ensure construction and development occurring in the County meets all applicable regulations.
- Provide engineering support to other County agencies.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Complete plan review within 45 days of receipt of complete application (County & State requirement)	24.7	45	45
Number of inspections per inspector per day by environmental staff	5.4	5	5
Percent of erosion and sediment complaints investigated within 48 hours of receipt	100%	100%	100%

## Agency Highlights

The office has seen a continual increase in both residential and commercial developments over the last five years. Construction continued for commercial projects such as Residence Inn, Notch Retail in West Creek, Sheltering Arms Rehabilitation Hospital, Tuckahoe Pines, Avery Point, Benedictine's Gym and Capital One and with subdivisions such as Readers Branch, Breeze Hill, Swann's Inn, Tuckahoe Creek, Kinloch, Parkside Village, Boundary Run, and Preston Park Sec 2. Significant new developments include St. Gertrude High School, River Run Manor, Enterprise Rentals Oak Hill Retail East and Oak Hill Corridor and multiple new cell towers and subdivisions like Mosaic (multiple sections), Parkview, Reed Marsh - Section 1 & 2, Carver Oaks, Tuckahoe Bridge - Section1.

The Environmental department has worked with the Planning department on the zoning ordinance rewrite and on various Code amendments and resolutions and acceptance of the roads in Creekmore Place, Readers Branch Section 1, Davis Mill Road right-of-way adjustments and Four Rings Drive. With the large influx of residential developments this year, staff is continuing to work hand in hand with developers to ensure the infrastructure and amenities are installed in a timely manner during the development of the subdivisions and that proper access is available by enforcing the County's Required Improvements regulations, adopted as part of the revised Zoning Ordinance.

The department has been working closely with DEQ's Regulatory Advisory Panel as they work to combine our existing State Erosion and Sediment Control and Stormwater regulations into a combined regulation. We are also working with FEMA, through their Discovery program, to assess our existing flood maps. They are currently working on remapping the County's flood plains and will be providing us with enhanced Zone A mapping throughout the County and detailed Zone AE maps for Tuckahoe Creek and its tributaries. This will be very helpful as development in the eastern part of the County continues to grow and our existing resources do not adequately address the impacts of flooding in this area. FEMA uses this process to reevaluate risks in a community and come up with ways to address gaps in flood hazard data, better engage the public in risk management in flood prone areas, better planning that results in reduction or elimination of risk from flooding and gives the locality an enhanced digital platform of flood information.

We completed the road improvement project for the Bridgewater Subdivision and the roads have been accepted into the State's system for maintenance. The Road service District established to allow residents to repay the County through collection of a special tax over a period of 10 years will begin collection in Jan 2021.

The office also frequently assists other County departments to provide technical support in reviewing improvements for the new facilities such as the Randolph School parking expansion and various site improvements at the Central High Complex. In addition, the office also collaborates with Parks, Recreation, and Facilities Management to assist with various related projects such as the proposed dog parks, proposed pedestrian connector at Tucker Park and the East End Trails.

## Future Outlook

The Environmental and Land Development staff is poised to review the anticipated development applications in a timely fashion and is looking forward to assisting the Planning Department with the subdivision rewrite project and the General Services Department with new County Capital Improvement projects. In addition, staff hopes to begin working with the Department of Environmental Quality on beginning the implementation of the next phase of the Stormwater program which requires the County to ensure installed BMP's are continuing to function as designed and constructed. Staff is also working with DEQ on writing the proposed regulations that will implement the consolidation of the Erosion and Sediment Control and Stormwater programs and with the Chesapeake Bay Preservation Act Working Group that was established by Governor Northam to review implementation and oversight of the existing Bay Act with a focus on identifying and recommending improvements to this program as recommended in the State's Draft Phase III WIP Plan. Lastly, staff will be coordinating with the State's Department of Conservation and Recreation and FEMA as they complete their discovery program assessment of the flood programs in the region.

# FACILITIES MANAGEMENT

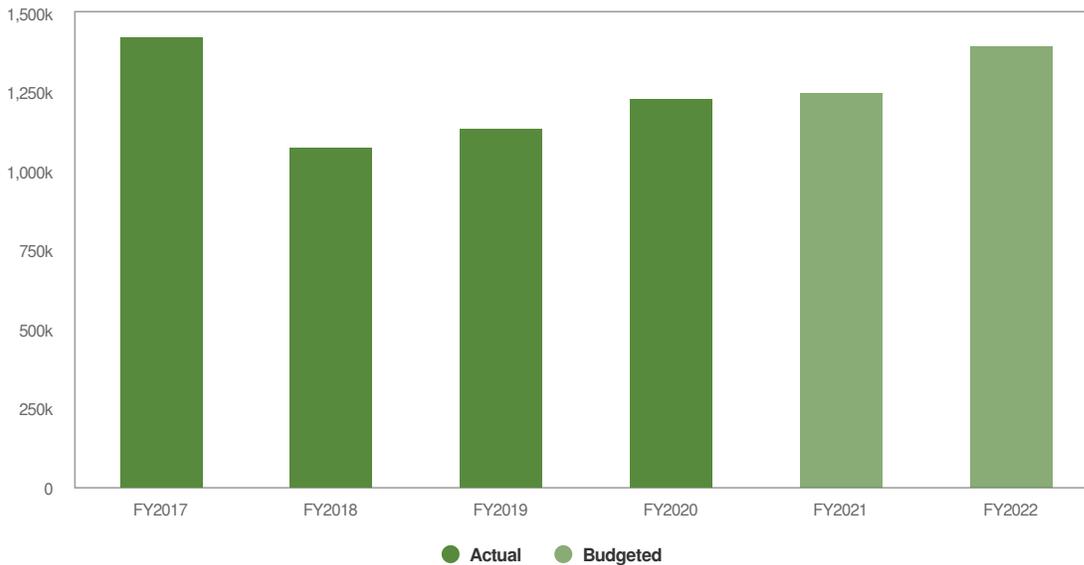
Scott Foster  
General Services Director

Facilities Management is responsible for the maintenance of County-owned facilities and properties throughout Goochland County. Primary objectives and responsibilities is to ensure that facility needs of Goochland citizens, general government employees, and visitors are met.

## Expenditures Summary

**\$1,395,541** **\$143,539**  
(11.46% vs. prior year)

FACILITIES MANAGEMENT Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	9.7	10.3	12.3	11.3
Part-time positions	1	1	1	1

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$521,994	\$556,365	\$612,936	10.2%	\$56,571
Operating Expenses	\$706,919	\$695,637	\$782,605	12.5%	\$86,968
<b>Total Expense Objects:</b>	<b>\$1,228,913</b>	<b>\$1,252,002</b>	<b>\$1,395,541</b>	<b>11.5%</b>	<b>\$143,539</b>

## Explanation of Changes

The increase in personnel is due to a new full-time employee, and the normal salary and benefit increases. The operating increases are primarily due to contracted services, electric costs, and repairs and maintenance.

### Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Services</b>					
<b>Facilities Management</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$328,359	\$340,097	\$374,737	10.2%	\$34,640
OVERTIME	\$649	\$0	\$0	0%	\$0
SALARIES - PART TIME	\$3,744	\$10,506	\$10,821	3%	\$315
ON CALL PAY	\$0	\$0	\$12,000	N/A	\$12,000
FICA BENEFITS	\$31,746	\$34,732	\$38,699	11.4%	\$3,967
VRS BENEFITS PLAN 1&2 EMPLS	\$38,171	\$43,863	\$47,773	8.9%	\$3,910
HOSPITAL/MEDICAL (HMP) BENEFIT	\$106,006	\$115,428	\$113,832	-1.4%	-\$1,596
GROUP LIFE INSURANCE	\$5,579	\$5,943	\$6,473	8.9%	\$530
WORKER'S COMPENSATION	\$7,740	\$5,796	\$8,601	48.4%	\$2,805
<b>Total Salaries and Benefits:</b>	<b>\$521,994</b>	<b>\$556,365</b>	<b>\$612,936</b>	<b>10.2%</b>	<b>\$56,571</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$8,542	\$7,125	\$9,450	32.6%	\$2,325
REPAIRS & MAINT	\$1,407	\$0	\$0	0%	\$0
CONTRACTED SERVICES	\$148,698	\$114,000	\$150,000	31.6%	\$36,000
PRINTING AND BINDING	\$40	\$95	\$100	5.3%	\$5
SITE IMPROVEMENTS	\$1,338	\$0	\$0	0%	\$0
SOFTWARE MAINT. CONTRACTS	\$550	\$19,000	\$20,000	5.3%	\$1,000
STREET SIGNS	\$2,322	\$1,900	\$2,400	26.3%	\$500
STREET LIGHTS	\$0	\$2,660	\$2,700	1.5%	\$40
ELECTRICAL SERVICES	\$336,057	\$351,500	\$375,000	6.7%	\$23,500
WATER/SEWER SERVICES	\$33,362	\$38,000	\$40,000	5.3%	\$2,000
HEATING SERVICES FUEL OIL	\$3,989	\$4,275	\$4,275	0%	\$0
POSTAGE	\$19	\$190	\$190	0%	\$0
TELECOMMUNICATIONS	\$814	\$1,140	\$1,140	0%	\$0
WIRELESS/CELLULAR	\$8,734	\$10,450	\$10,450	0%	\$0
SOFTWARE/LICENSES	\$8,466	\$9,880	\$10,500	6.3%	\$620
PURCHASED WATER/BEVERAGES	\$695	\$475	\$650	36.8%	\$175
OFFICE SUPPLIES	\$5,276	\$2,850	\$2,850	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
AGRICULTURAL SERVICES	\$455	\$0	\$0	0%	\$0
JANITORIAL SERVICES	\$39,024	\$36,100	\$42,000	16.3%	\$5,900
JANITORIAL SERVICES	\$1,460	\$0	\$0	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$2,227	\$3,325	\$0	-100%	-\$3,325
SAFETY SUPPLIES	\$642	\$712	\$0	-100%	-\$712
UNIFORMS BOOTS SHOES ETC	\$0	\$2,850	\$3,000	5.3%	\$150
COMPUTER EQUIP -NON CAPITAL	\$1,324	\$475	\$475	0%	\$0
EQUIPMENT- MACHINERY POWER	\$9,770	\$11,875	\$12,000	1.1%	\$125
TRAVEL- MILEAGE	\$0	\$142	\$250	76.1%	\$108
MEALS/FOOD OTHER TRAINING	\$41	\$1,425	\$1,425	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$0	\$1,900	\$1,900	0%	\$0
DUES & MEMBERSHIPS	\$140	\$333	\$350	5.1%	\$17
REPAIR_MAINT	\$78,590	\$61,750	\$80,000	29.6%	\$18,250
REPAIR_MAINT_SUPP	\$3,875	\$0	\$0	0%	\$0
FUEL	\$7,059	\$9,975	\$10,000	0.3%	\$25
LEASE/RENT EQUIPMENT	\$2,000	\$1,235	\$1,500	21.5%	\$265
<b>Total Operating Expenses:</b>	<b>\$706,919</b>	<b>\$695,637</b>	<b>\$782,605</b>	<b>12.5%</b>	<b>\$86,968</b>
<b>Total Facilities Management:</b>	<b>\$1,228,913</b>	<b>\$1,252,002</b>	<b>\$1,395,541</b>	<b>11.5%</b>	<b>\$143,539</b>
<b>Total General Services:</b>	<b>\$1,228,913</b>	<b>\$1,252,002</b>	<b>\$1,395,541</b>	<b>11.5%</b>	<b>\$143,539</b>
<b>Total Expenditures:</b>	<b>\$1,228,913</b>	<b>\$1,252,002</b>	<b>\$1,395,541</b>	<b>11.5%</b>	<b>\$143,539</b>

## Aligning with County Strategic Goals

*The policies and practices of the Department of General Services is to exemplify excellence in maintenance of all county facilities in a safe and cost-effective manner while utilizing best practice methods.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Maintain all County buildings and grounds in a safe and cost effective manner utilizing best management practices.
- To assist with and lead capital and site improvement projects as necessary.
- To respond to all emergency requests for services within 3 hours.
- Complete all non-emergency requests for services within 5 business days.

## Agency Performance Measures

NAME OF MEASURE	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Work orders completed	3463	95%	95%
Percentage of emergency service requests responded to within 3 hours	100%	100%	100%
Percentage of all non-emergency requests completed within 5 business days	90%	100%	95%

## Agency Highlights

In addition to its every day role for Goochland County, the Facilities Management team led and supported multiple Capital improvement projects throughout fiscal year 2020. Projects included History Center, Goochland Business Center, Animal Shelter, Black Smith Shop and others.

## Future Outlook

As the county expands new facilities and renovates existing facilities this will continue to add a strain on resources and response times.

# FINANCIAL SERVICES

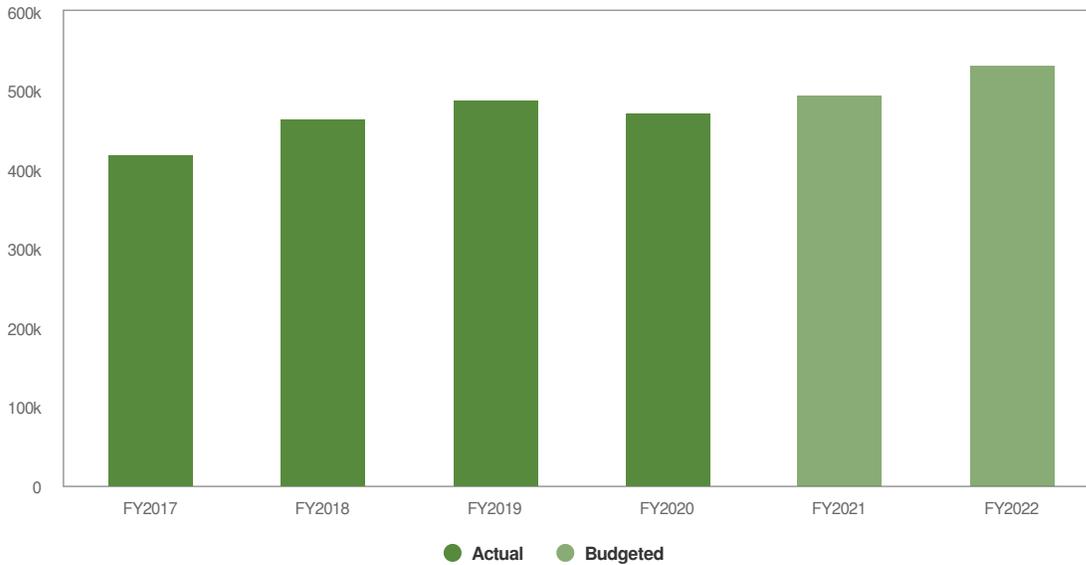
**Barbara Horlacher**  
Deputy County Administrator

The Financial Services Department is responsible for the financial management of the County. This includes establishing and maintaining adequate controls over the County's financial activities, providing accurate financial information to the County in a timely manner and coordinating the annual budget. The department coordinates the annual audit and prepares the annual audited financial reports. This department is responsible for the annual budget as well as the 25-year capital improvement program. It also provides accounts payable, payroll, financial reporting and debt management support services.

## Expenditures Summary

**\$532,324** **\$37,900**  
(7.67% vs. prior year)

FINANCIAL SERVICES Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	3.8	3.8	3.8	3.8
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
General Government					
Finance					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Salaries and Benefits	\$380,884	\$383,922	\$404,384	5.3%	\$20,462
Operating Expenses	\$90,730	\$110,502	\$127,940	15.8%	\$17,438
<b>Total Finance:</b>	<b>\$471,613</b>	<b>\$494,424</b>	<b>\$532,324</b>	<b>7.7%</b>	<b>\$37,900</b>
<b>Total General Government:</b>	<b>\$471,613</b>	<b>\$494,424</b>	<b>\$532,324</b>	<b>7.7%</b>	<b>\$37,900</b>
<b>Total Expenditures:</b>	<b>\$471,613</b>	<b>\$494,424</b>	<b>\$532,324</b>	<b>7.7%</b>	<b>\$37,900</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefit increases. Operating expense increases are primarily due to increases in professional services and software licensing.

## Expenditure Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$288,875	\$289,380	\$299,343	3.4%	\$9,963
FICA BENEFITS	\$24,085	\$24,431	\$24,987	2.3%	\$556
VRS BENEFITS PLAN 1& 2 EMPLS	\$28,887	\$31,585	\$32,303	2.3%	\$718
HOSPITAL/MEDICAL (HMP) BENEFIT	\$34,590	\$33,960	\$43,080	26.9%	\$9,120
GROUP LIFE INSURANCE	\$4,177	\$4,279	\$4,377	2.3%	\$98
WORKER'S COMPENSATION	\$270	\$287	\$294	2.4%	\$7
<b>Total Salaries and Benefits:</b>	<b>\$380,884</b>	<b>\$383,922</b>	<b>\$404,384</b>	<b>5.3%</b>	<b>\$20,462</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$82,830	\$100,000	\$108,000	8%	\$8,000
PRINTING AND BINDING	\$1,445	\$760	\$0	-100%	-\$760
POSTAGE	\$3,152	\$2,280	\$3,400	49.1%	\$1,120
TELECOMMUNICATIONS	\$840	\$1,140	\$900	-21.1%	-\$240
WIRELESS/CELLULAR	\$72	\$0	\$0	0%	\$0
SOFTWARE/LICENSES	\$0	\$0	\$11,000	N/A	\$11,000
OFFICE SUPPLIES	\$1,187	\$2,850	\$2,900	1.8%	\$50
BOOKS & SUBSCRIPTIONS	\$0	\$190	\$250	31.6%	\$60
COMPUTER EQUIP -NON CAPITAL	\$0	\$475	\$250	-47.4%	-\$225
TRAVEL- MILEAGE	\$0	\$95	\$100	5.3%	\$5
TRAVEL EXP - EDUCATION/TRAIN	\$93	\$1,140	\$1,140	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
EDUCATION-TUITION/REGISTRAT	\$785	\$1,216	\$0	-100%	-\$1,216
DUES & MEMBERSHIPS	\$325	\$356	\$0	-100%	-\$356
<b>Total Operating Expenses:</b>	<b>\$90,730</b>	<b>\$110,502</b>	<b>\$127,940</b>	<b>15.8%</b>	<b>\$17,438</b>
<b>Total Expense Objects:</b>	<b>\$471,613</b>	<b>\$494,424</b>	<b>\$532,324</b>	<b>7.7%</b>	<b>\$37,900</b>

## Aligning with County Strategic Goals

*The policies and practices of the Financial Services Department exemplify excellence in financial management. This includes establishing and maintaining effective financial controls, conservative budgeting practices, and following best practices of financial management.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government: emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Be recognized for accuracy and transparency in financial reporting and in budgeting.
- Maintain liquidity in terms of available fund balances, for prudent financial planning.
- Maintain AAA bond rating and high measure of fiscal responsibility.
- Limit debt service spending as a portion of the overall budget, to maintain budget flexibility.
- Provide excellent customer service, to both internal as well as external customers.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Keep Debt Service expenditures below the 12% Policy Maximum	5.62%	<10%	<10%
Obtain GFOA Certificate for Excellence in Financial Reporting	Achieved	Applied	Achieve
Obtain GFOA Distinguished Budget Presentation Award	Achieved	Achieved	Achieve
Maintain Unassigned Fund Balance above 20% Policy Minimum	29.8%	25%	25%
Attain the highest possible credit rating for the County	AAA	AAA	AAA

## Agency Highlights

The County received two national recognition awards from the Government Finance Officers Association. The Certificate of Achievement for Excellence in Financial Reporting was received for the FY2020 Comprehensive Annual Financial Report, and the Distinguished Budget Presentation was received for the FY2021 Adopted budget document.

The County has received the Moody's Aaa credit rating and the S&P AAA credit rating as affirmation of the County's financial health. Goochland will benefit from this rating in many ways, including an enhanced ability to attract and retain businesses, improved access to the capital markets on very favorable terms, and it will provide a transparent metric for citizens to track the financial health of their County. Goochland County initially received a credit rating of AAA from S&P in 2015, becoming the smallest County in Virginia to receive that rating. In 2018, Goochland County becomes the smallest county in the United States to hold both an Aaa credit rating from Moody's and an AAA credit rating from Standard & Poor's Rating Services (S&P).

## Future Outlook

The Financial Services Department will be focusing future efforts on: aligning the budgeting process with year-end financial reporting; emphasizing cross-training of staff to expand the County's internal knowledge base, particularly in accounting principles; and working with the Finance & Audit Committee of the Board of Supervisors to regularly review and update the County's financial policies.

# FIRE RESCUE

**Eddie Ferguson**  
*Fire-Rescue Chief*

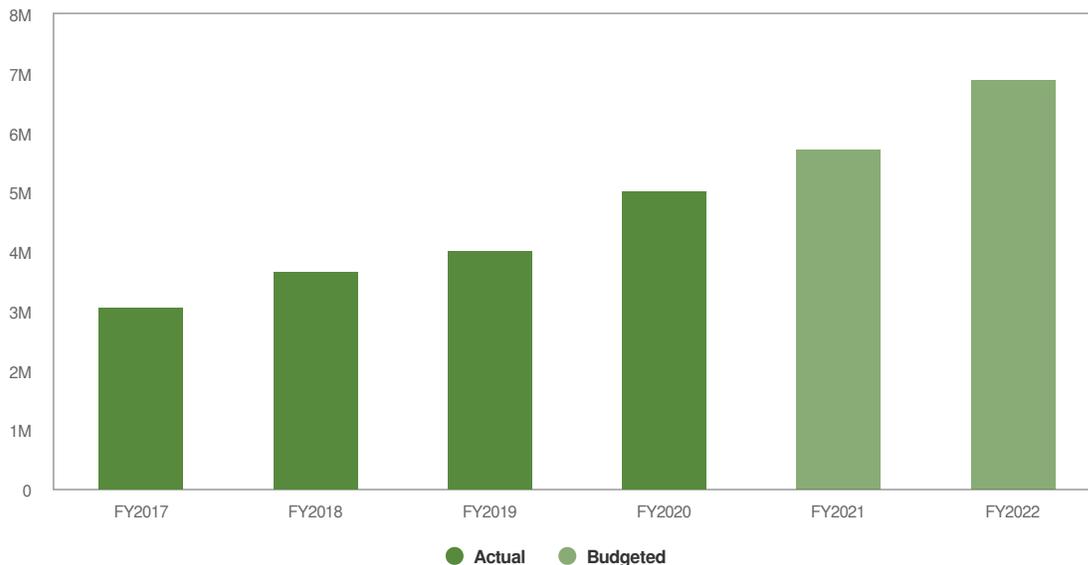
Goochland County Department of Fire-Rescue & Emergency Management is a premiere, All-Hazard, Combination Fire-Rescue Department that provides both emergency and non-emergency services to the residents, businesses, and visitors of Goochland County. This includes, but is not limited to, fire suppression, Emergency Medical Transport Services (EMS), Hazardous Materials response, Technical Rescue response, Water Rescue, and Emergency Management Preparedness and coordination. The department is organized as most Fire-Rescue departments with a career Fire-Rescue Chief hired by the County, two Deputy Chiefs (one career and one volunteer), a career Captain in Fire-Rescue Administration, a part-time Fire Marshal, and a part-time Training/Health and Safety Officer. In addition, there are six volunteer District Chiefs who are responsible for the administrative oversight of six stations and are assisted by Captains and Lieutenants. Station 6 is managed jointly by the career Captain who works in concert with the Volunteer District Chief. The County also provides staffing for the administrative positions of Business Manager, Office Assistant, and Logistics Officer and the Fire-Rescue Association employs a part-time Secretary/Treasurer who handles the volunteers' finances and other administrative duties. The entire Fire-Rescue organization consists of approximately 160 volunteers and 43 full-time and 2 part-time employees assigned to emergency field operations. All uniformed career members assigned to field positions work 56-hour weeks and are cross-trained to provide fire suppression duties as well as EMS related services ranging from Basic Life Support to Advanced Life Support. Increases in call volume coupled with a decline in volunteer participation, continue to challenge the department. The Fire Marshal's Office addresses fire and life safety, to include education, engineering, and enforcement, all on the rise as the county continues to grow and develop. Future plans call for several additional stations as well as the continued addition of career staff to meet service demands and industry standards.

## Expenditures Summary

### *Fire Rescue & Fire Grants Budget*

**\$6,922,016** **\$1,183,419**  
(20.62% vs. prior year)

**FIRE RESCUE & FIRE GRANTS Proposed and Historical Budget vs. Actual**



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	48	51	58	58
Part-time positions	4	4	6	5

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$3,638,439	\$4,087,165	\$4,913,630	20.2%	\$826,465
Operating Expenses	\$1,254,604	\$1,512,400	\$1,863,169	23.2%	\$350,769
Transfers And Other	\$144,189	\$139,032	\$145,217	4.4%	\$6,185
<b>Total Expense Objects:</b>	<b>\$5,037,232</b>	<b>\$5,738,597</b>	<b>\$6,922,016</b>	<b>20.6%</b>	<b>\$1,183,419</b>

## Explanation of Changes

The increase in personnel costs is for seven new full-time positions, one new part-time job, and the normal salary and benefit increases. Operating costs increased primarily due to the supplies and equipment needed for the new staff, and a new emergency response vehicle.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Public Safety</b>					
<b>Fire Rescue</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$2,402,589	\$2,691,863	\$3,179,004	18.1%	\$487,141
OVERTIME	\$148,265	\$130,000	\$230,000	76.9%	\$100,000
SALARIES - PART TIME	\$128,377	\$135,485	\$175,590	29.6%	\$40,105
FICA BENEFITS	\$196,363	\$226,237	\$274,249	21.2%	\$48,012
VRS BENEFITS PLAN 1&2 EMPLS	\$210,251	\$266,224	\$314,403	18.1%	\$48,179
HOSPITAL/MEDICAL (HMP) BENEFIT	\$399,364	\$447,708	\$510,552	14%	\$62,844
GROUP LIFE INSURANCE	\$31,513	\$36,070	\$42,599	18.1%	\$6,529
WORKER'S COMPENSATION	\$121,716	\$153,578	\$187,233	21.9%	\$33,655
<b>Total Salaries and Benefits:</b>	<b>\$3,638,439</b>	<b>\$4,087,165</b>	<b>\$4,913,630</b>	<b>20.2%</b>	<b>\$826,465</b>
<b>Operating Expenses</b>					
UNIFORMS AND PPE	\$47,118	\$70,000	\$120,000	71.4%	\$50,000
PURCHASED SVCS - UNIFORM	\$23,480	\$0	\$0	0%	\$0
PROFESSIONAL SVC	\$106,417	\$156,000	\$171,600	10%	\$15,600
VEHICLE REPAIRS	\$489,236	\$550,000	\$550,000	0%	\$0
CONTRACTED SERVICES	\$72,064	\$153,200	\$156,000	1.8%	\$2,800
PRINTING AND BINDING	\$237	\$700	\$700	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
ADVERTISING	\$170	\$500	\$500	0%	\$0
INVESTIGATION SERVICES	\$853	\$5,500	\$3,500	-36.4%	-\$2,000
EQUIPMENT REPAIRS	\$11,229	\$15,000	\$15,000	0%	\$0
INSTRUCTOR SERVICES	\$5,534	\$15,000	\$15,000	0%	\$0
INFECTIOUS WASTE DISPOSAL	\$770	\$1,000	\$1,000	0%	\$0
VOLUNTEER MEMBER SERVICES	\$2,515	\$1,000	\$1,000	0%	\$0
ELECTRICAL SERVICES	\$40,038	\$60,000	\$60,000	0%	\$0
WATER/SEWER SERVICES	\$5,191	\$8,000	\$8,000	0%	\$0
HEATING OIL AND PROPANE	\$9,889	\$20,000	\$20,000	0%	\$0
POSTAGE AND SHIPPING	\$1,064	\$3,000	\$3,000	0%	\$0
TELECOMMUNICATIONS	\$13,725	\$13,000	\$14,000	7.7%	\$1,000
WIRELESS/CELLULAR	\$11,099	\$12,000	\$30,000	150%	\$18,000
SOFTWARE/LICENSES	\$11,298	\$5,000	\$5,000	0%	\$0
VOLUNTEER INSURANCE REIMB	\$76,842	\$83,000	\$83,000	0%	\$0
OFFICE SUPPLIES	\$4,139	\$10,000	\$10,000	0%	\$0
JANITORIAL SERVICES	\$13,900	\$15,000	\$15,000	0%	\$0
JANITORIAL SERVICES	\$2,219	\$0	\$0	0%	\$0
WATER RESCUE EQUIPMENT	\$0	\$0	\$7,500	N/A	\$7,500
FIRE SUPPLIES	\$66,910	\$21,000	\$113,144	438.8%	\$92,144
FIRE SUPPLIES	\$816	\$0	\$0	0%	\$0
EMS MEDICAL & LAB SUPPLIES	\$51,035	\$72,000	\$75,000	4.2%	\$3,000
EMS MEDICAL & LAB SUPPLIES	\$10,582	\$0	\$0	0%	\$0
BOOKS & SUBSCRIPTIONS	\$172	\$2,000	\$2,000	0%	\$0
PURCHASE OF WATER-NON CTY	\$672	\$1,000	\$1,000	0%	\$0
COMPUTER EQUIP -NON CAPITAL	\$8,764	\$8,000	\$10,500	31.3%	\$2,500
COMPUTER EQUIP -NON CAPITAL	\$1,000	\$0	\$0	0%	\$0
ENFORCEMENT/INVESTIGATION SUPP	\$1,374	\$3,500	\$3,500	0%	\$0
FURN & FIXTURES-NON CAPITAL	\$19,633	\$3,500	\$11,500	228.6%	\$8,000
MILEAGE	\$64	\$1,000	\$1,000	0%	\$0
TRAVEL EXPENSES	\$4,810	\$20,000	\$20,000	0%	\$0
FOOD SUPPLIES	\$2,615	\$3,000	\$3,500	16.7%	\$500
ON DUTY MEALS	\$539	\$0	\$0	0%	\$0
TUITION/REGISTRATION	\$5,841	\$28,000	\$28,000	0%	\$0
F/R ANNUAL DINNER	\$9,398	\$10,000	\$10,000	0%	\$0
PUBLIC EDUCATION MATERIALS	\$5,636	\$10,000	\$12,500	25%	\$2,500
CONTRACTED SUPPORT SERVICES	\$3,200	\$3,000	\$3,200	6.7%	\$200
DUES & MEMBERSHIPS	\$1,745	\$2,000	\$2,000	0%	\$0
FUEL	\$78,879	\$110,000	\$110,000	0%	\$0
MACHINERY & EQUIPMENT	\$18,962	\$0	\$89,025	N/A	\$89,025
FIRE TRUCK/EMG RESPONSE VEH	\$0	\$0	\$60,000	N/A	\$60,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
LEASE/RENT EQUIPMENT	\$3,912	\$6,000	\$6,000	0%	\$0
OXYGEN PURCHASE & DEMURRAGE	\$8,060	\$10,000	\$10,000	0%	\$0
WATER COOLERS	\$959	\$1,500	\$1,500	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$1,254,604</b>	<b>\$1,512,400</b>	<b>\$1,863,169</b>	<b>23.2%</b>	<b>\$350,769</b>
<b>Total Fire Rescue:</b>	<b>\$4,893,044</b>	<b>\$5,599,565</b>	<b>\$6,776,799</b>	<b>21%</b>	<b>\$1,177,234</b>
<b>Fire Grants</b>					
<b>Transfers And Other</b>					
AID TO LOCALITIES	\$79,097	\$79,097	\$82,736	4.6%	\$3,639
FOUR FOR LIFE	\$27,837	\$26,127	\$28,673	9.7%	\$2,546
LEMPG	\$31,762	\$33,808	\$33,808	0%	\$0
LEMPG	\$2,046	\$0	\$0	0%	\$0
DOMINION REPP	\$3,447	\$0	\$0	0%	\$0
<b>Total Transfers And Other:</b>	<b>\$144,189</b>	<b>\$139,032</b>	<b>\$145,217</b>	<b>4.4%</b>	<b>\$6,185</b>
<b>Total Fire Grants:</b>	<b>\$144,189</b>	<b>\$139,032</b>	<b>\$145,217</b>	<b>4.4%</b>	<b>\$6,185</b>
<b>Total Public Safety:</b>	<b>\$5,037,232</b>	<b>\$5,738,597</b>	<b>\$6,922,016</b>	<b>20.6%</b>	<b>\$1,183,419</b>
<b>Total Expenditures:</b>	<b>\$5,037,232</b>	<b>\$5,738,597</b>	<b>\$6,922,016</b>	<b>20.6%</b>	<b>\$1,183,419</b>

## Aligning with County Strategic Goals

The policies and practices of Fire & Rescue exemplify excellence in public safety and customer service.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Maintain an efficient and cost-effective Fire-Rescue system that meets the needs and expectations of the residents and businesses of Goochland County.
- Continue to develop additional internal capacity so that our members are equipped with the knowledge and equipment to respond to the challenges of the 21st century.
- Respect the diverse nature of Goochland County and its residents in the development of strategic initiatives.
- Appreciate, respect, and value the organization and its overarching mission to meet the needs of the community in a professional and dignified manner.
- Seek new and innovative service delivery models and methods while maintaining opportunities for volunteers to exist.

## Agency Performance Measures

Name of Measure	FY2020 Actual	FY2021 Actual	FY2021 Target	FY2022 Target
Comply with adopted EMS response standards (Greater than 90% compliance for East response of 15 minutes and West response of 20 minutes)	92%	92%	100%	100%
Conduct an Average of 25 hours annually of continuing education training for all cleared firefighters	90%	90%	85%	90%
Perform 100% of all required commercial and multi-family inspections with full compliance	100%	95%	90%	95%
Contact 10% of the populations with Life Safety education programs (calendar year)	1365	3000*	3000	3000
Recruit 20 new operational volunteers to serve within Fire-Rescue	21	18	25	25

## Agency Highlights

Overall, department activity is increasing to meet the demands of the growth in the County. Increased staffing in FY19 and FY20 has allowed the organization to provide more consistent staffing for all six stations, resulting in an almost 2 minute reduction in overall response times. In spite of the inherent danger of our profession, none of our members suffered significant injuries in 2019 and no residents of Goochland County lost their lives in house fires. Goochland County has seen an improvement in the ISO rating which should translate to a reduction in insurance premiums paid by our residents. The department continues to offer both quality fire and EMS education to our members, including interior structure fire training using the VA Dept. of Fire Training Mobile Burn Trailer. The department has provided EMS standby coverage to numerous special events to include two large-scale events. Over the last year, we have expanded our partnership with the Goochland County Sheriff's Office and added three tactical Paramedics to the "Special Operations" Team. These medics have received additional tactical medical training on how to operate in an active threat environment. In addition, the department assisted the Sheriff's Office with CPR, Bleeding Control, and Nasal Naloxone training. In June 2019, the Sheriff's Office Emergency Communication Center started to deliver Emergency Medical Dispatch, a joint venture between the two departments. CPR and Bleeding Control training were provided to the Goochland County Public Schools, and CPR training for several other county departments. Fire-Rescue, in conjunction with the Goochland County Sheriff's Office and the County Schools, hosted a "Tactical Emergency Casualty Care" class for the last two years. TECC teaches Fire and EMS personnel best practices on how to provide care in an active-assailant-type environment under the cover of law enforcement. In addition to specialized interdepartmental training, Fire-Rescue and its members continue to be recognized for delivering outstanding service. In May of 2019, the department was recognized with an American Heart Association Mission Lifeline Award, identifying our advanced cardiac emergency care abilities. The Fire-Rescue Department has made concentrated efforts to upgrade personnel protective equipment to include firefighter protective equipment ensembles, personal flotation devices, Ansi compliant high visibility traffic vests, and level 4 ballistic vests.

## Future Outlook

Department personnel continue to be challenged to meet the demands of the All-Hazard, 21st Century Fire-Rescue Department. As of October 1, 2019, career staff 24/7 have been assigned to all six of the Fire-Rescue Stations, resulting in further response time reduction and an increase in resource availability for both Fire & EMS incidents. Increased development and population growth and a continued decline in volunteer participation will require the addition of more career staff. In 2019, 34 new operational volunteers joined, while 21 have resigned. Age and call volume will also impact the need to replace emergency response apparatus. This is being addressed in the 25-year CIP strategic apparatus replacement plan, including the addition of another piece of aerial fire apparatus in the eastern end. The department has also identified a need to increase management oversight and the development of career officers to assist in the mid-level management of the organization. The department will continue to focus on the health and safety of our personnel, including mental health awareness and cancer prevention, by implementing industry best practices, and providing the best safety equipment available. Emergency Management preparedness and planning will continue progress forward, making Goochland County as resistant as possible to man-made and natural disasters.

# GENERAL DISTRICT COURT

Dale Agnew

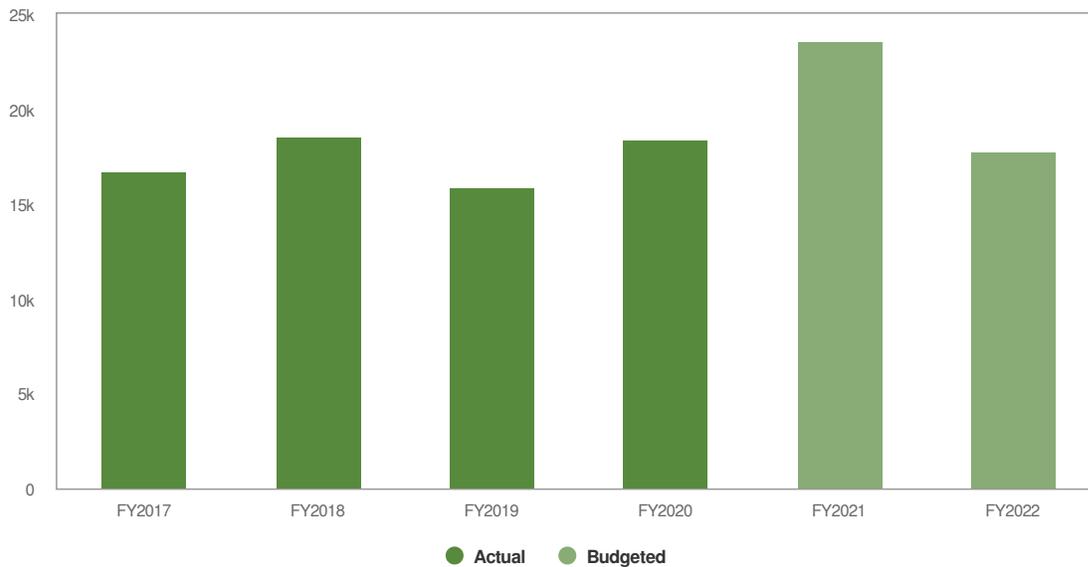
Clerk of the Circuit Court

General District Court judges are responsible for hearing all criminal, traffic, and civil cases (up to \$15,000) and all preliminary hearings on felony cases. The employees of this Court are State employees; this budget allocates funds for the County's portion of the court's operating expenses.

## Expenditures Summary

**\$17,750** **-\$5,867**  
(-24.84% vs. prior year)

GENERAL DISTRICT COURT Proposed and Historical Budget vs. Actual



Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
General Fund					
Operating Expenses	\$18,408	\$23,617	\$17,750	-24.8%	-\$5,867
<b>Total General Fund:</b>	<b>\$18,408</b>	<b>\$23,617</b>	<b>\$17,750</b>	<b>-24.8%</b>	<b>-\$5,867</b>

## Explanation of Changes

The operating decrease is due to telecommunications and operating supply. Telecommunications were transferred to another budget, and operating supply was based on history.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Operating Expenses</b>					
<b>Judicial Administration</b>					
CONTRACTED SERVICES	\$3,712	\$1,425	\$1,500	5.3%	\$75
COURT APPOINTED ATTORNEY FEE	\$1,547	\$2,470	\$2,500	1.2%	\$30
POSTAGE	\$56	\$95	\$100	5.3%	\$5
TELECOMMUNICATIONS	\$4,229	\$5,890	\$2,600	-55.9%	-\$3,290
WIRELESS/CELLULAR	\$666	\$760	\$0	-100%	-\$760
PURCHASED WATER/BEVERAGES	\$0	\$333		-100%	-\$333
OFFICE SUPPLIES	\$2,640	\$2,660	\$3,000	12.8%	\$340
BOOKS & SUBSCRIPTIONS	\$4,203	\$3,325	\$3,325	0%	\$0
OPERATING SUPPLIES	\$57	\$2,280	\$0	-100%	-\$2,280
TRAVEL EXP - EDUCATION/TRAIN	\$569	\$1,425	\$1,500	5.3%	\$75
DUES & MEMBERSHIPS	\$125	\$285	\$350	22.8%	\$65
LEASE/RENT EQUIPMENT	\$443	\$2,375	\$2,375	0%	\$0
WATER COOLERS	\$161	\$237	\$500	111%	\$263
LEASE- POSTAGE METER	\$0	\$57		-100%	-\$57
<b>Total Judicial Administration:</b>	<b>\$18,408</b>	<b>\$23,617</b>	<b>\$17,750</b>	<b>-24.8%</b>	<b>-\$5,867</b>
<b>Total Operating Expenses:</b>	<b>\$18,408</b>	<b>\$23,617</b>	<b>\$17,750</b>	<b>-24.8%</b>	<b>-\$5,867</b>
<b>Total Expense Objects:</b>	<b>\$18,408</b>	<b>\$23,617</b>	<b>\$17,750</b>	<b>-24.8%</b>	<b>-\$5,867</b>

## Agency Goals & Objectives

- To process cases for the public to facilitate the swift administration of justice, while providing a fair and equitable judicial process for all.
- To provide an orderly and comprehensive system of maintaining court records as required by law, and quickly update case files, so that accurate and current electronic case information is readily available.
- To maintain an accurate accounting of court funds.
- To continually add services to better serve the public.

# GROUNDS MANAGEMENT

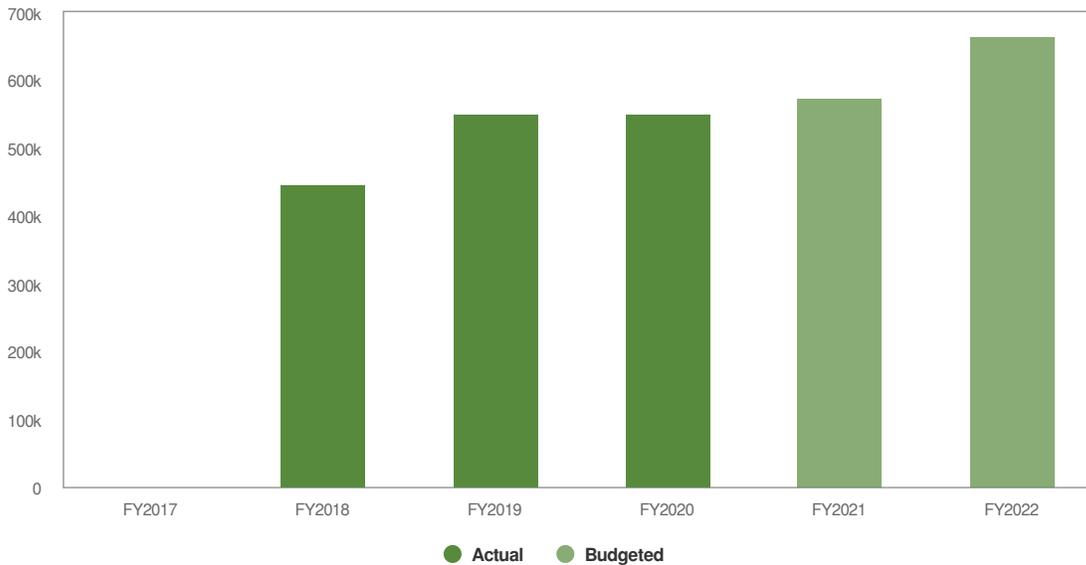
Scott Foster  
General Services Director

Grounds Management is responsible for the overall management of all County owned and operated open spaces, parks, and general grounds located around government facilities. Grounds Management utilizes contracted services for several locations included Centerville Medians, Byrd and Randolph Elementary School, Bulldog Way and Hadensville Fire Station 6. Grounds management includes managing the County's turf management program, landscaping services, irrigation winterization, parking lot cleaning, snow removal and all park services.

## Expenditures Summary

**\$664,254** **\$88,740**  
(15.42% vs. prior year)

GROUNDS MANAGEMENT Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	8.3	8.3	9.3	8.3
Part-time positions	1	1	1	1

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$375,733	\$399,479	\$421,739	5.6%	\$22,260
Operating Expenses	\$174,471	\$176,035	\$242,515	37.8%	\$66,480
<b>Total Expense Objects:</b>	<b>\$550,203</b>	<b>\$575,514</b>	<b>\$664,254</b>	<b>15.4%</b>	<b>\$88,740</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefits increases. The operating increases are primarily due to contracted and agricultural services, and repairs and maintenance.

### Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Services</b>					
<b>Grounds Management</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$274,570	\$272,989	\$292,880	7.3%	\$19,891
SALARIES - PART TIME	\$0	\$15,450	\$15,900	2.9%	\$450
ON CALL PAY	\$0	\$0	\$1,000	N/A	\$1,000
FICA BENEFITS	\$16,037	\$18,169	\$19,617	8%	\$1,448
VRS BENEFITS PLAN 1&2 EMPLS	\$19,110	\$21,961	\$23,690	7.9%	\$1,729
HOSPITAL/MEDICAL (HMP) BENEFIT	\$59,191	\$63,516	\$60,672	-4.5%	-\$2,844
GROUP LIFE INSURANCE	\$2,796	\$2,976	\$3,210	7.9%	\$234
WORKER'S COMPENSATION	\$4,030	\$4,418	\$4,770	8%	\$352
<b>Total Salaries and Benefits:</b>	<b>\$375,733</b>	<b>\$399,479</b>	<b>\$421,739</b>	<b>5.6%</b>	<b>\$22,260</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$1,663	\$3,990	\$3,990	0%	\$0
REPAIRS & MAINT	\$4,165	\$0	\$0	0%	\$0
CONTRACTED SERVICES	\$69,585	\$66,500	\$110,000	65.4%	\$43,500
AGRICULTURAL SERVICES	\$29,457	\$26,600	\$35,000	31.6%	\$8,400
SAFETY SUPPLIES	\$617	\$570	\$650	14%	\$80
UNIFORMS BOOTS SHOES ETC	\$0	\$1,900	\$2,000	5.3%	\$100
EQUIPMENT- MACHINERY POWER	\$12,799	\$28,500	\$28,500	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$0	\$2,375	\$2,375	0%	\$0
REPAIR_MAINT	\$26,165	\$19,000	\$30,000	57.9%	\$11,000
FUEL	\$12,305	\$14,250	\$15,000	5.3%	\$750
LEASE/RENT EQUIPMENT	\$17,715	\$12,350	\$15,000	21.5%	\$2,650
<b>Total Operating Expenses:</b>	<b>\$174,471</b>	<b>\$176,035</b>	<b>\$242,515</b>	<b>37.8%</b>	<b>\$66,480</b>
<b>Total Grounds Management:</b>	<b>\$550,203</b>	<b>\$575,514</b>	<b>\$664,254</b>	<b>15.4%</b>	<b>\$88,740</b>
<b>Total General Services:</b>	<b>\$550,203</b>	<b>\$575,514</b>	<b>\$664,254</b>	<b>15.4%</b>	<b>\$88,740</b>
<b>Total Expenditures:</b>	<b>\$550,203</b>	<b>\$575,514</b>	<b>\$664,254</b>	<b>15.4%</b>	<b>\$88,740</b>

## Aligning with County Strategic Goals

*The policies and practices of Grounds Management provides quality grounds services for public facilities, parks and ball fields utilizing the best management practices in a safe and cost-effective manner.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- To provide quality grounds services for Goochland public facilities and parks utilizing the best management practices.
- Efficiently manage all contracted landscaping and mowing services.
- To assist and provide both training and certification opportunities for staff.
- Provide excellent customer service and support to all County agencies and community partners.

## Agency Performance Measures

NAME OF MEASURE	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Percentage of athletic fields prepared as requested	100%	100%	100%
Percentage of Tier 1 facilities mowed within 5-7 day mowing cycle	95%	100%	100%
Percentage of Tier 2 facilities mowed within 10-13 day mowing cycle	90%	100%	100%

## Agency Highlights

The Grounds Management team was highly productive during FY 2020. Accomplishments and highlights include the following: The grounds department mowed over 4,000 acres while maintaining the county fields during this time Athletic leagues were delayed due to COVID.

Winter Projects - Completed 90% of the private street signs, maintained all trails at county parks, mulched all facilities.

## Future Outlook

The addition of new facilities as well as increased demand for grounds services will continue to strain existing resources. Centerville Street scape will require additional landscaping maintenance. Fire Station 6, Animal Shelter, Goochland Family Practice, Toms Garage will add additional strain on grounds resources.

Central High School remains a tier 2 facility adding additional strain on resources.

# HUMAN RESOURCES

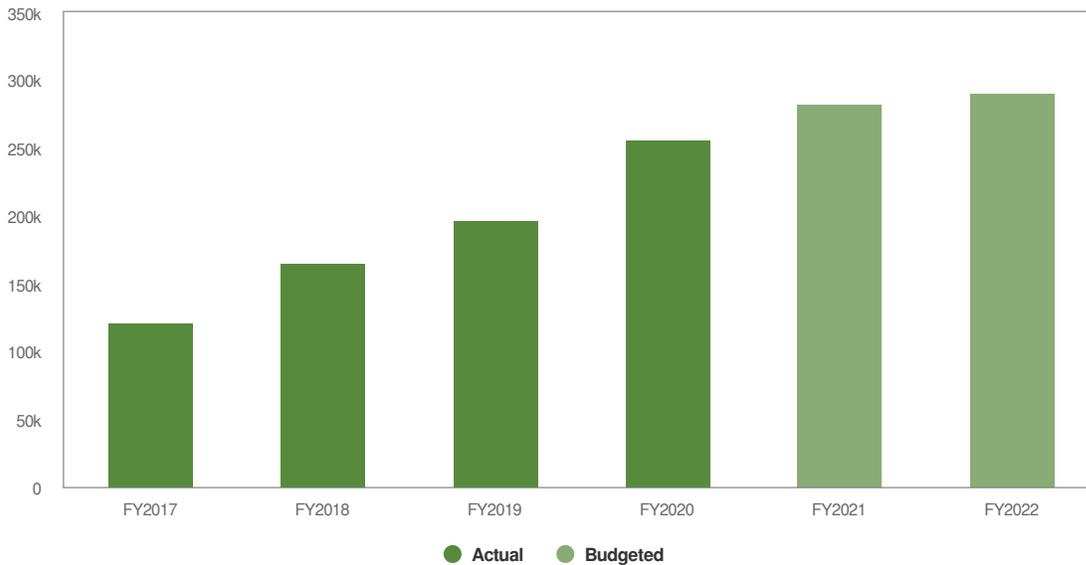
Jessica Rice  
Director of Human Resources

The Human Resources Department serves as a strategic partner and advisor to county departments, Constitutional Offices, and agencies by interpreting labor laws, policies and procedures and overseeing talent and organizational development initiatives. The department is responsible for employee relations, recruitment and retention planning, managing a classification/compensation program; administering employee benefits; and championing and employee safety and wellness program.

## Expenditures Summary

**\$290,940** **\$7,928**  
(2.8% vs. prior year)

HUMAN RESOURCES Proposed and Historical Budget vs. Actual



	FY2020 Actual	FY2021 Adopted	FY2022 Requested	FY2022 Adopted
Staffing				
Full-time positions	2	2	2	2
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$219,783	\$222,069	\$223,640	0.7%	\$1,571
Operating Expenses	\$36,454	\$60,943	\$67,300	10.4%	\$6,357

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expense Objects:</b>	<b>\$256,238</b>	<b>\$283,012</b>	<b>\$290,940</b>	<b>2.8%</b>	<b>\$7,928</b>

## Explanation of Changes

The increase in personnel costs is due to normal salary and benefits increases. Increases in operating expenses are due to benefit consulting and a copier lease, slightly offset by savings in advertising.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Government</b>					
<b>Human Resources</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$164,228	\$164,228	\$164,808	0.4%	\$580
OVERTIME	\$2,800	\$0	\$0	0%	\$0
SALARIES - PART TIME	\$325	\$3,000	\$3,000	0%	\$0
FICA BENEFITS	\$11,982	\$12,563	\$12,837	2.2%	\$274
VRS BENEFITS PLAN 1 & 2 EMPLS	\$14,469	\$16,242	\$16,300	0.4%	\$58
HOSPITAL/MEDICAL (HMP) BENEFIT	\$23,688	\$23,688	\$24,336	2.7%	\$648
GROUP LIFE INSURANCE	\$2,151	\$2,200	\$2,208	0.4%	\$8
WORKER'S COMPENSATION	\$140	\$148	\$151	2%	\$3
<b>Total Salaries and Benefits:</b>	<b>\$219,783</b>	<b>\$222,069</b>	<b>\$223,640</b>	<b>0.7%</b>	<b>\$1,571</b>
<b>Operating Expenses</b>					
CONTRACTED SERVICES	\$3,089	\$3,325	\$3,500	5.3%	\$175
ADVERTISING	\$480	\$6,080	\$5,000	-17.8%	-\$1,080
INVESTIGATION SERVICES	\$777	\$4,750	\$5,000	5.3%	\$250
BENEFITS CONSULTANTS	\$13,320	\$16,150	\$18,500	14.6%	\$2,350
EMPLOYEE DRUG TEST	\$558	\$1,425	\$1,500	5.3%	\$75
POSTAGE	\$135	\$238	\$200	-16%	-\$38
TELECOMMUNICATIONS	\$364	\$475	\$600	26.3%	\$125
SOFTWARE/LICENSES	\$6,255	\$6,935	\$7,300	5.3%	\$365
OFFICE SUPPLIES	\$863	\$1,140	\$1,200	5.3%	\$60
BOOKS & SUBSCRIPTIONS	\$0	\$475	\$500	5.3%	\$25
FURN & FIXTURES-NON CAPITAL	\$0	\$475	\$500	5.3%	\$25
TRAVEL EXP - EDUCATION/TRAIN			\$1,500	N/A	\$1,500
EDUCATION-TUITION/REGISTRAT	\$8,114	\$16,150	\$14,500	-10.2%	-\$1,650
EMPLOYEE SERVICES	\$2,500	\$3,325	\$3,500	5.3%	\$175

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
LEASE/RENT EQUIPMENT	\$0	\$0	\$4,000	N/A	\$4,000
<b>Total Operating Expenses:</b>	<b>\$36,454</b>	<b>\$60,943</b>	<b>\$67,300</b>	<b>10.4%</b>	<b>\$6,357</b>
<b>Total Human Resources:</b>	<b>\$256,238</b>	<b>\$283,012</b>	<b>\$290,940</b>	<b>2.8%</b>	<b>\$7,928</b>
<b>Total General Government:</b>	<b>\$256,238</b>	<b>\$283,012</b>	<b>\$290,940</b>	<b>2.8%</b>	<b>\$7,928</b>
<b>Total Expenditures:</b>	<b>\$256,238</b>	<b>\$283,012</b>	<b>\$290,940</b>	<b>2.8%</b>	<b>\$7,928</b>

## Aligning with County Strategic Goals

*The Human Resources Department supports the County's strategic goals by recruiting, retaining, and developing staff to continuously improve upon services, provide innovative programs, and champion financial stewardship of taxpayer funds.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- o To develop and implement policies and procedures that support the County's organizational goals and maintain compliance with employment and labor laws.
- o To attract and retain a high-performing, diversified workforce at all levels of the organization.
- o To provide innovative training and development opportunities for staff that enhance internal capability and improve services.
- o To promote a work environment that supports work-life balance, employee health, safety, and well-being.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Complete 2 quarterly random drug & alcohol screens	8	8	10
Provide employee training sessions meeting identified needs	37	37	40
Increase the percentage of minority applicants	22.2%	35%	35%
Reduce the number of recordable accidents	13	10	8

## Agency Highlights

Third year of benchmark salary survey changes completed. Updates made to Personnel Policy/Employee Handbook. Communications, policies and forms developed for COVID-19 information.

## Future Outlook

Positive progress has been made with respect to employee compensation; however, staying competitive with surrounding jurisdictions is an ongoing goal. Current challenges are the implementation of a new financial system (HR/Payroll/Applicant Tracking) and staying abreast of all the COVID-19 legislative changes, change in procedures, and employee communications.

# INFORMATION TECHNOLOGY

Randy Buzzard  
Information Technology Director

## *Information Technology including Emergency Technology Services*

The Information Technology (IT) Department is responsible for the procurement, installation, support, and maintenance of the County's information technology resources. Technology resources include hardware, software, networking, telecommunications and end user devices. The primary objective of the IT Department is to provide resources and technology tools to facilitate the most effective and efficient County operations.

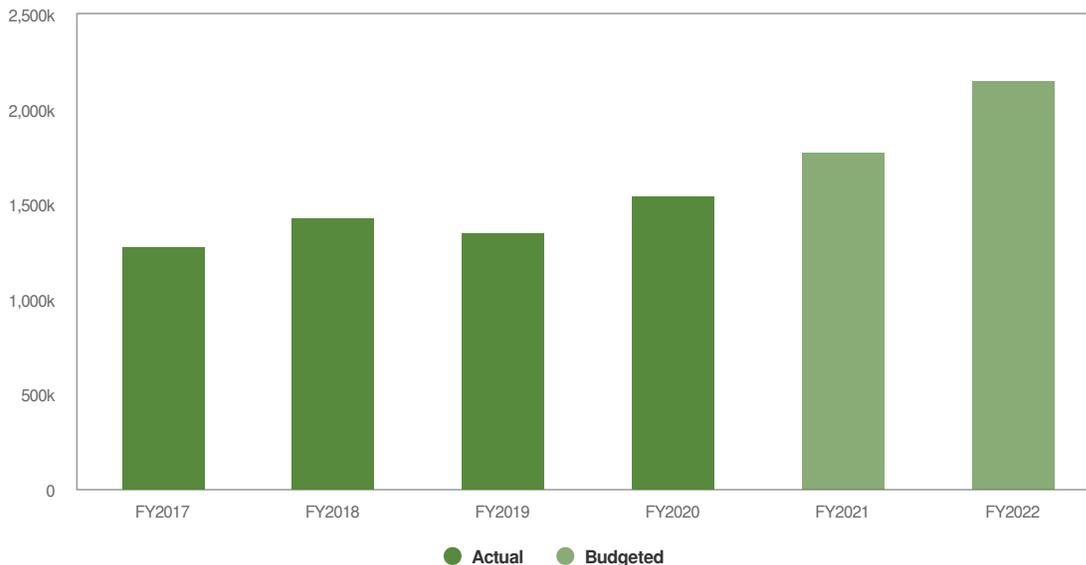
In addition to maintaining and managing the physical infrastructure and equipment, the IT Department provides support through business studies and recommendations; maintenance and customization of existing agency applications; design and implementation of new systems. The IT Department is also responsible for the security of the County network, agency applications and data as well as providing guidance to staff regarding security and access to County systems. Training for agency application systems and office tools are another service function of the IT Department.

Within the IT Department is the County's Geographic Information System (GIS) program. The GIS division is responsible for providing, maintaining, distributing all geographic related datasets and applications. This program provides critical services to public safety, community development, assessment, and many other County agencies as well as the Citizens of Goochland County.

### Expenditures Summary

**\$2,153,391**    **\$378,420**  
(21.32% vs. prior year)

INFORMATION SYSTEMS Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	7	8	9	9
Part-time positions	2	2	2	2

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$749,799	\$766,482	\$855,799	11.7%	\$89,317
Operating Expenses	\$799,609	\$1,008,489	\$1,297,592	28.7%	\$289,103
<b>Total Expense Objects:</b>	<b>\$1,549,408</b>	<b>\$1,774,971</b>	<b>\$2,153,391</b>	<b>21.3%</b>	<b>\$378,420</b>

## Explanation of Changes

The increase in IT personnel costs is due to a new full-time positions, and the normal salary and benefit increases. The increase in IT operating expense is mainly due to software maintenance, software licensing, and contracted services. These increases were partially offset by savings in telecommunications and non-cap equipment, and public safety telecommunication bills moving to public safety. The increase in Emergency Technology Services is primarily due to software maintenance contracts.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Government</b>					
<b>Information Systems</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$495,868	\$495,868	\$568,537	14.7%	\$72,669
SALARIES - PART TIME	\$82,384	\$91,559	\$83,500	-8.8%	-\$8,059
FICA BENEFITS	\$42,658	\$44,938	\$49,881	11%	\$4,943
VRS BENEFITS PLAN 1&2 EMPLS	\$43,984	\$49,041	\$56,228	14.7%	\$7,187
HOSPITAL/MEDICAL (HMP) BENEFIT	\$77,904	\$77,904	\$89,448	14.8%	\$11,544
GROUP LIFE INSURANCE	\$6,496	\$6,644	\$7,618	14.7%	\$974
WORKER'S COMPENSATION	\$505	\$528	\$587	11.2%	\$59
<b>Total Salaries and Benefits:</b>	<b>\$749,799</b>	<b>\$766,482</b>	<b>\$855,799</b>	<b>11.7%</b>	<b>\$89,317</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$2,084	\$9,500	\$5,000	-47.4%	-\$4,500
REPAIRS & MAINT	\$0	\$950	\$500	-47.4%	-\$450
CONTRACTED SERVICES	\$35,549	\$47,500	\$61,000	28.4%	\$13,500
PRINTING AND BINDING	\$28	\$0	\$0	0%	\$0
SOFTWARE MAINT. CONTRACTS	\$265,681	\$237,187	\$473,242	99.5%	\$236,055

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
POSTAGE	\$106	\$95	\$95	0%	\$0
TELECOMMUNICATIONS	\$73,868	\$68,400	\$40,000	-41.5%	-\$28,400
WIRELESS/CELLULAR	\$4,660	\$5,700	\$4,200	-26.3%	-\$1,500
SOFTWARE/LICENSES	\$23,987	\$12,825	\$40,000	211.9%	\$27,175
OFFICE SUPPLIES	\$3,852	\$2,850	\$3,000	5.3%	\$150
VEHICLE/POWER EQUIP SUPPLIES	\$54	\$190	\$190	0%	\$0
COMMUNICATION EQUIP- SUPPLIES	\$0	\$2,375	\$0	-100%	-\$2,375
BOOKS & SUBSCRIPTIONS	\$1,530	\$285	\$285	0%	\$0
COMPUTER EQUIP -NON CAPITAL	\$24,217	\$64,600	\$50,000	-22.6%	-\$14,600
OPERATING SUPPLIES	\$0	\$1,425	\$1,000	-29.8%	-\$425
TRAVEL- MILEAGE	\$293	\$190	\$250	31.6%	\$60
TRAVEL EXP - EDUCATION/TRAIN	\$10	\$2,850	\$2,500	-12.3%	-\$350
EDUCATION- TUITION/REGISTRAT	\$6,080	\$4,750	\$4,750	0%	\$0
DUES & MEMBERSHIPS	\$0	\$237	\$200	-15.6%	-\$37
FUEL	\$378	\$380	\$380	0%	\$0
COMPUTER EQUIPMENT	\$10,079	\$9,500	\$9,000	-5.3%	-\$500
<b>Total Operating Expenses:</b>	<b>\$452,455</b>	<b>\$471,789</b>	<b>\$695,592</b>	<b>47.4%</b>	<b>\$223,803</b>
<b>Total Information Systems:</b>	<b>\$1,202,255</b>	<b>\$1,238,271</b>	<b>\$1,551,391</b>	<b>25.3%</b>	<b>\$313,120</b>
<b>Total General Government:</b>	<b>\$1,202,255</b>	<b>\$1,238,271</b>	<b>\$1,551,391</b>	<b>25.3%</b>	<b>\$313,120</b>
<b>Public Safety</b>					
<b>Emergency Technology Services</b>					
<b>Operating Expenses</b>					
CONTRACTED SERVICES	\$11,632	\$20,000	\$20,000	0%	\$0
SOFTWARE MAINT. CONTRACTS	\$207,509	\$406,200	\$499,200	22.9%	\$93,000
TELECOMMUNICATIONS	\$66,548	\$46,000	\$30,000	-34.8%	-\$16,000
WIRELESS/CELLULAR	\$60,131	\$62,000	\$50,800	-18.1%	-\$11,200
COMPUTER EQUIP -NON CAPITAL	\$1,079	\$2,000	\$2,000	0%	\$0
DUES & MEMBERSHIPS	\$255	\$500	\$0	-100%	-\$500
<b>Total Operating Expenses:</b>	<b>\$347,153</b>	<b>\$536,700</b>	<b>\$602,000</b>	<b>12.2%</b>	<b>\$65,300</b>
<b>Total Emergency Technology Services:</b>	<b>\$347,153</b>	<b>\$536,700</b>	<b>\$602,000</b>	<b>12.2%</b>	<b>\$65,300</b>
<b>Total Public Safety:</b>	<b>\$347,153</b>	<b>\$536,700</b>	<b>\$602,000</b>	<b>12.2%</b>	<b>\$65,300</b>
<b>Total Expenditures:</b>	<b>\$1,549,408</b>	<b>\$1,774,971</b>	<b>\$2,153,391</b>	<b>21.3%</b>	<b>\$378,420</b>

## Aligning with County Strategic Goals

**Agency Goal #1 Provide support and innovative technology solutions that increase efficiency and effectiveness for all County agencies. (Aligns with County Strategic Goal #1 and #4) Some examples:**

- Public Safety MDT replacements
- NG911 – GIS Address Data meets Accuracy Requirements of over 98%
- NG911 implementation grant awarded \$229,152 from the state 911 services board
- Dual Authentication project for Public Safety Mobile units that access CJIS data
- Computer Aided Dispatch Common Area Layer creation in GIS
- Tyler implementation and Go-live for Financials
- Annual Fiscal PC refresh
- Building Inspections Permit Software Implementation

**Agency Goal #2 Operate and maintain a reliable and secure computer network system. (Aligns with County Strategic Goals #1 and #3) Some Examples:**

- Ongoing Employee Security Training education program (KnowB4)
- Installation of new County Web Filter
- Dual Authentication expansion to VPN
- Total Email Spam Blocked - 2,254,299
- Total Viruses blocked - 830
- Total Malware Detected and blocked - 472
- Total Phish emails detected and blocked - 3393

**Agency Goal #3 Cultivate an environment where innovation and strategic planning are encouraged. (Aligns with County Strategic Goals #1, #3 and #5) Some Examples:**

- Successful internship program with Goochland High School
- Developed I.T. Disaster Recovery Plan and I.T. Security and Mobile Device Policies
- Implemented Cloud backup solutions
- Census (GIS work)
- Zoning Layer Digitization
- Voter redistricting
- County Broadband Initiatives

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce

## Agency Goals & Objectives

- Provide support and innovative technology solutions that increase efficiency and effectiveness for County agencies
- Operate and maintain a reliable and secure network system
- Cultivating an environment where innovation and strategic planning are encouraged

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Help Desk Tickets closed within 1 Day	88%	95%	95%
Total Help Desk Tickets	3244	2400	2800
Total County Web Site Visits	295,715	225000	225,000
Total GIS Parcel Edits	994	750	800
Network Infrastructure Uptime	99%	99%	99%

## Agency Highlights

The IT Department has completed numerous projects this past fiscal year as well as planning for significant changes into the future. Updates of critical network equipment continue to occur to reinforce the reliability and protection of the County's Wide Area Network(WAN). Some major milestones include, location Based Broadband Survey using online GIS tool, worked on application for two Broadband Grants, Goochland Business Center opening/Move, snapshot mirroring of all Virtual Servers for Disaster recovery, PEN testing completed and Remediation steps implemented May 2020, Munis HR/Payroll went Live July 2020, Calendar Scheduling for DMV Select appointments (replaced Pager system that was setup), Disaster recovery plan and policy completion September 2020, IT Security Policy completion that now documents (User Access Management, Data Governance, and Change Management in September 2020), moved ISI (phone system reporting) to cloud, COR and Treasurer renovation Moves/Add/Changes, Schools 10 gig Internet Pipe to EOC, procured Public IP range from ARIN (American Registry for Internet Numbers), Covid-19 response repurposed over 20 Laptops and Deployed another 35 new ones, Trained end users on the use of VPN if they were not familiar.

Regular replacement of end user equipment and updates to business specific programs for agencies is an ongoing effort by the Information Technology department. Maintaining current support contracts for software programs, hardware and infrastructure is crucial to ensuring secure and reliable systems for conducting County business.

In the upcoming fiscal, the IT Department is heavily involved in the implementation of a new Enterprise Resource Planning system (STAR Project) phase 2 HR/Payroll. Other projects include NG911 implementation, Security Analyses (IT Strategic Plan adoption, DR Plan, HB2178 Mandates, MFA for Mobile data units), Comm Dev new Software (Tyler Energov), GIS Planning and Zoning Data Layer, New ERP solution for Treasurer and COR.

## Future Outlook

In future years there are projects that will require significant planning of resources and technologies by the IT Department. A continued program of equipment refresh for network, server and desktops will always be required. The maintenance of agency software and hardware programs is also an ongoing effort. New programs will be needed. These projects must include additional features to support more e-government activities (online, mobile) for our citizens as well as deployment of the technology to the field for our staff. (i.e. electronic inspection reports for the permitting system). We need to continue to be innovative and find solutions that make sense for our staff that will also enhance the citizen experience.

# NONDEPARTMENTAL

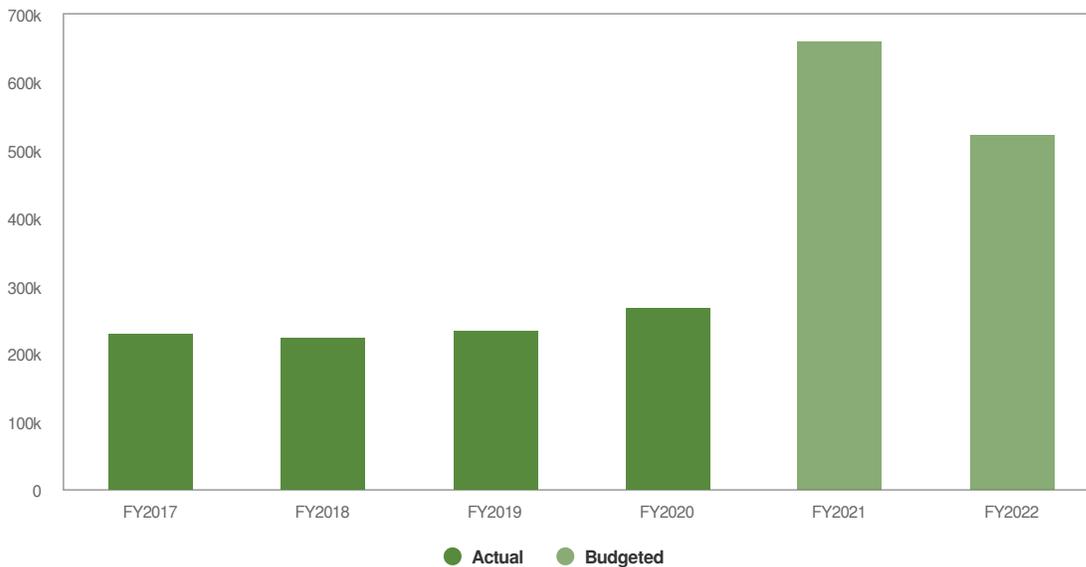
**Barbara Horlacher**  
Deputy County Administrator

Nondepartmental is used to budget for County expenditures that are allocable across many departments; various forms of County insurance, reserve for contingency, and proposed employee compensation enhancements.

## Expenditures Summary

**\$523,175** **-\$139,941**  
(-21.1% vs. prior year)

NONDEPARTMENTAL Proposed and Historical Budget vs. Actual



Nondepartmental is the budget for countywide expenditures that are not specific to any one department (i.e. general liability insurance). The County has no personnel for nondepartmental, and transactions are handled by Purchasing and Financial Services.

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
General Government					
Salaries and Benefits	\$50,467	\$37,000	\$44,000	18.9%	\$7,000
Operating Expenses	\$217,411	\$626,116	\$479,175	-23.5%	-\$146,941
<b>Total General Government:</b>	<b>\$267,878</b>	<b>\$663,116</b>	<b>\$523,175</b>	<b>-21.1%</b>	<b>-\$139,941</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expenditures:</b>	<b>\$267,878</b>	<b>\$663,116</b>	<b>\$523,175</b>	<b>-21.1%</b>	<b>-\$139,941</b>

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
<b>General Government</b>					
UNEMPLOYMENT INSURANCE	\$8,675	\$2,000	\$4,000	100%	\$2,000
RETIREE HEALTH CARE CREDIT	\$41,792	\$35,000	\$40,000	14.3%	\$5,000
<b>Total General Government:</b>	<b>\$50,467</b>	<b>\$37,000</b>	<b>\$44,000</b>	<b>18.9%</b>	<b>\$7,000</b>
<b>Total Salaries and Benefits:</b>	<b>\$50,467</b>	<b>\$37,000</b>	<b>\$44,000</b>	<b>18.9%</b>	<b>\$7,000</b>
<b>Operating Expenses</b>					
<b>General Government</b>					
PROFESSIONAL SVC	\$1,058	\$0	\$0	0%	\$0
VEHICLE INSURANCE	\$91,135	\$95,000	\$95,000	0%	\$0
INSURANCE-PROPERTY/LIABILITY	\$45,498	\$50,000	\$52,000	4%	\$2,000
INSURANCE-BOILER	\$5,576	\$6,000	\$0	-100%	-\$6,000
SURETY BONDS	\$2,175	\$2,175	\$2,175	0%	\$0
INSURANCE-PUBLIC OFFICIAL LIAB	\$6,861	\$7,000	\$7,000	0%	\$0
INS-GEN LIAB. F/R UMBREL VESP	\$25,422	\$25,000	\$27,000	8%	\$2,000
LINE OF DUTY ACT INSURANCE	\$39,686	\$40,000	\$46,000	15%	\$6,000
RESERVE FOR CONTINGENCY	\$0	\$400,941	\$250,000	-37.6%	-\$150,941
<b>Total General Government:</b>	<b>\$217,411</b>	<b>\$626,116</b>	<b>\$479,175</b>	<b>-23.5%</b>	<b>-\$146,941</b>
<b>Total Operating Expenses:</b>	<b>\$217,411</b>	<b>\$626,116</b>	<b>\$479,175</b>	<b>-23.5%</b>	<b>-\$146,941</b>
<b>Total Expense Objects:</b>	<b>\$267,878</b>	<b>\$663,116</b>	<b>\$523,175</b>	<b>-21.1%</b>	<b>-\$139,941</b>

## Agency Goals & Objectives

- Transparency in reporting and budgeting
- Provide excellent customer service to both internal and external customers

## OFFICE OF CHILDREN'S SERVICES (OCS)

The Goochland Office of Children’s Services (OCS) coordinates all matters pertaining to the OCS and the Virginia Juvenile Community Crime Control Act (VJCCCA) in Goochland.

Office of Children's Services: Program functions include staffing the Goochland Community Policy & Management Team (CPMT) and the Family Assessment Planning Team (FAPT), serving as a liaison between the teams, coordinating the implementation of OCS funded services including utilization management and reporting, monitoring the OCS budget and making budgetary, operational and programming recommendations to the CPMT and County Administrator.

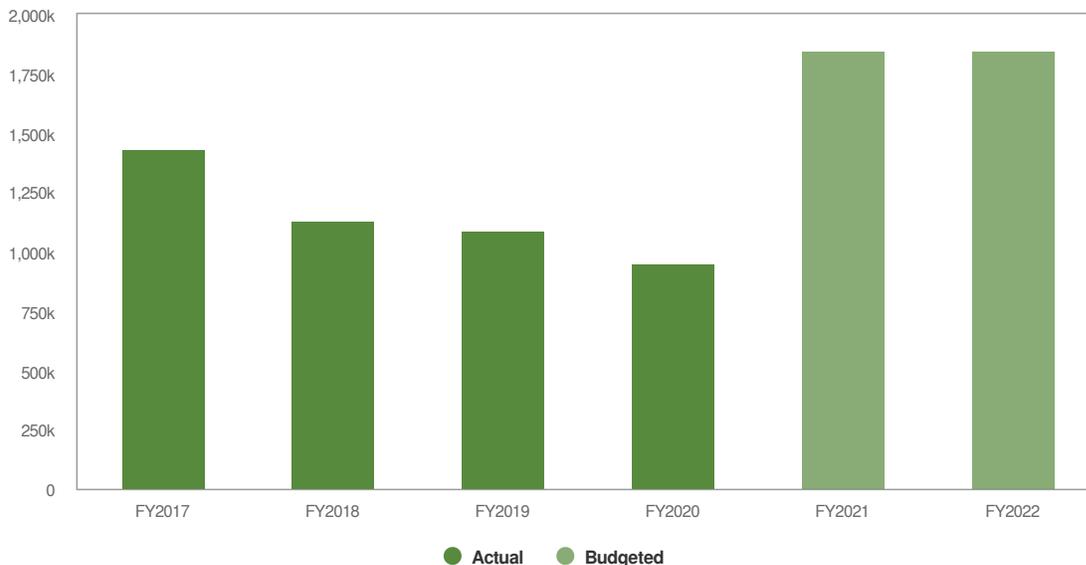
Additional responsibilities include (1) coordinating service delivery and identifying service strengths and gaps in collaboration with the Juvenile Court, Schools, Social Services, Community Services, Health Department, Court Appointed Special Advocates, public and private service providers, religious organizations, youth and families, and other parties involved with human services in the Goochland community; (2) Directing resource development, program development and oversight; and (3) Assisting the CPMT in advocating for changes in law and policies and procedures that will improve community conditions for youth development.

Virginia Community Crime Control Act (VJCCCA): Goochland OCS (1) coordinates court ordered community service for juveniles in Goochland County, (2) provides required reports to the Department of Juvenile Justice, and (3) monitors the program budget.

### Expenditures Summary

**\$1,850,074** **-\$1,002**  
 (-0.05% vs. prior year)

OFFICE OF CHILDREN'S SERVICES (OCS) Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	1	1	1	1
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$98,501	\$99,741	\$98,089	-1.7%	-\$1,652
Operating Expenses	\$848,291	\$1,751,335	\$1,751,985	0%	\$650
<b>Total Expense Objects:</b>	<b>\$946,792</b>	<b>\$1,851,076</b>	<b>\$1,850,074</b>	<b>-0.1%</b>	<b>-\$1,002</b>

## Explanation of Changes

The decrease in personnel costs is due to normal salary and benefits changes. The major increase from FY2020 to the FY2021 and 2022 budgets was increased state funding for specific functions Foster Care, Special Education and Mental Health.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Office of Children's Services</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$76,107	\$77,335	\$76,107	-1.6%	-\$1,228
PUBLIC OFFICIAL STIPEND	\$800	\$0	\$800	N/A	\$800
FICA BENEFITS	\$5,809	\$5,916	\$5,809	-1.8%	-\$107
VRS BENEFITS PLAN 1&2 EMPLS	\$6,705	\$7,648	\$6,705	-12.3%	-\$943
HOSPITAL/MEDICAL (HMP) BENEFIT	\$7,608	\$7,736	\$7,608	-1.7%	-\$128
GROUP LIFE INSURANCE	\$997	\$1,036	\$1,000	-3.5%	-\$36
WORKER'S COMPENSATION	\$475	\$70	\$60	-14.3%	-\$10
<b>Total Salaries and Benefits:</b>	<b>\$98,501</b>	<b>\$99,741</b>	<b>\$98,089</b>	<b>-1.7%</b>	<b>-\$1,652</b>
<b>Operating Expenses</b>					
PARENT REIMBURSEMENT	\$0	\$1,200	\$1,200	0%	\$0
PRINTING AND BINDING	\$0	\$100	\$100	0%	\$0
POSTAGE	\$170	\$700	\$700	0%	\$0
TELECOMMUNICATIONS	\$544	\$400	\$400	0%	\$0
WIRELESS/CELLULAR	\$744	\$1,200	\$1,200	0%	\$0
SOFTWARE/LICENSES	\$1,850	\$6,800	\$6,800	0%	\$0
OFFICE SUPPLIES	\$496	\$1,500	\$1,500	0%	\$0
TRAVEL- MILEAGE	\$174	\$0	\$650	N/A	\$650

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
TRAVEL EXP - EDUCATION/TRAIN	\$102	\$750	\$750	0%	\$0
EDUCATION-TUITION/REGISTRAT	\$129	\$500	\$500	0%	\$0
DUES & MEMBERSHIPS	\$75	\$100	\$100	0%	\$0
CLASSES-PREVENTION	\$500	\$6,585	\$6,585	0%	\$0
FAMILY FOSTER CARE	\$311,436	\$954,000	\$954,000	0%	\$0
SPECIAL EDUCATION	\$505,704	\$577,500	\$577,500	0%	\$0
MENTAL HEALTH	\$26,366	\$200,000	\$200,000	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$848,291</b>	<b>\$1,751,335</b>	<b>\$1,751,985</b>	<b>0%</b>	<b>\$650</b>
<b>Total Office of Children's Services:</b>	<b>\$946,792</b>	<b>\$1,851,076</b>	<b>\$1,850,074</b>	<b>-0.1%</b>	<b>-\$1,002</b>
<b>Total Expenditures:</b>	<b>\$946,792</b>	<b>\$1,851,076</b>	<b>\$1,850,074</b>	<b>-0.1%</b>	<b>-\$1,002</b>

## Aligning with County Strategic Goals

*OCS aligns with the county strategic goals by effectively administering the Children's Services Act budget to serve children and families with emotional, behavioral, and educational needs. OCS uses Children's Services Act funds to assist families to access foster care, mental health, and educational services that are beyond the scope of local resources and monitors service outcomes for effectiveness.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Empower families and children to maximize their success in their home, school, and community.
- Prepare students for life through learning in the least restrictive environment.
- Manage fiscal resources prudently to achieve favorable outcomes for the children and families served.

## Agency Performance Measures

Name of Measure	FY2020 Actual	FY2021 YTD	FY2022 Target
The number of children in foster care who achieve permanency	8	4	3
Students funded through CSA who graduate on time.	0	0	2

## Agency Highlights

Office of Children's Services (OCS) is mandated for services as defined in the State code. Children funded by OCS currently require intense services such as Residential Treatment and Private Day Special Education. In addition to the increased population and increased service needs of the mandated OCS population, vendors have increased their service rates. OCS, along with Social Services have achieved positive outcomes for children and families in their care thereby reducing the financial burden on the county.

## Future Outlook

Family First Prevention Services Act- will provide federal funding through Title IV-E of the Social Security Act for specific evidenced-based services to families who are at risk of entering the Child Welfare System.

The allowable services have neither been fully defined, nor are readily available to Goochland families. Some foster care services previously funded by Title IV-E will be funded through CSA funds (ex. Residential Treatment Ctr., Group Home Services).

# PAMUNKEY REGIONAL LIBRARY

[https://www.pamunkeylibrary.org/client/en\\_US/default](https://www.pamunkeylibrary.org/client/en_US/default)

## *Branch History*

In 1973, the Goochland Branch opened in a portion of the former Bank of Goochland building. The library outgrew the entire building by 2002 and plans were made for a new building to be built not far away. Erected in 2003, the new library includes a meeting room for book discussion groups and meetings of various community organizations, a Storytime well for children's story hours, colorful murals painted by local artist Patti Rosner, and much more as it expands its collections and services.

## *Background*

The Pamunkey Regional Library (PRL) is a political subdivision of the Commonwealth of Virginia, governed by a 10 member Board of Trustees appointed by the Board of Supervisors of the participating counties. The Goochland County Board of Supervisors appoints two trustees. Customers primarily receive library service through the Goochland Branch Library and the library's web-based services.

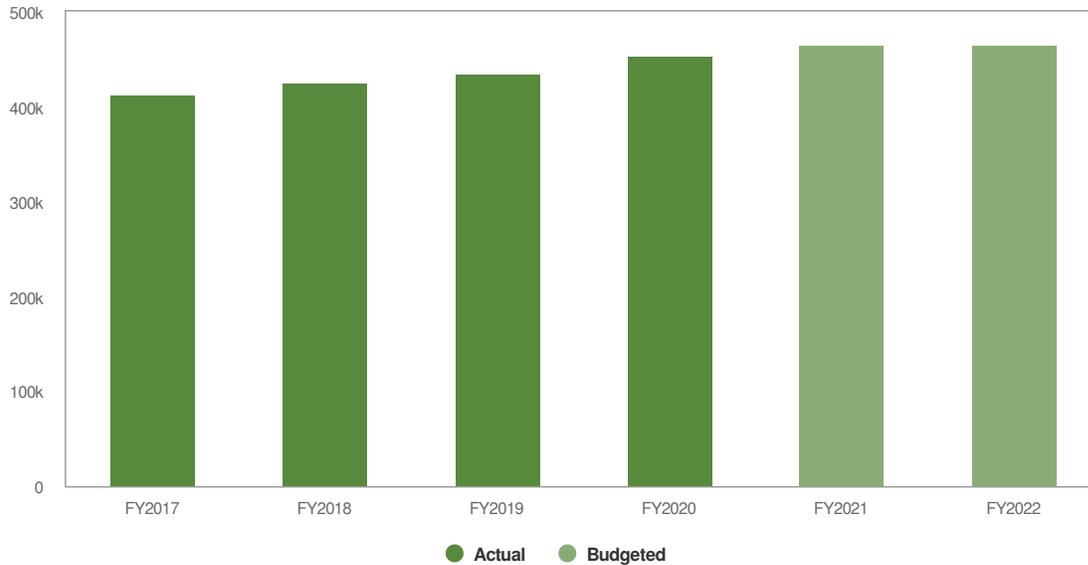
Library staff is available to provide assistance, answers, and information. The branch is a community commons with small and large group meeting spaces, 17 public internet computers, and access to Wi-Fi. More than 35,000 items in a variety of formats are available locally, and the library regularly delivers materials from the more than 250,000 additional items in our collection.

Our website provides customers with convenient 24/7 access from work, home, or school to information about library services, programs, and resources including downloadable books, magazines, audio books, and educational materials.

## Expenditures Summary

**\$466,151**    **\$695**  
(0.15% vs. prior year)

PAMUNKEY REGIONAL LIBRARY Proposed and Historical Budget vs. Actual



### Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
<b>Parks and Cultural</b>					
PUBLIC OFFICIAL STIPEND	\$0	\$285	\$285	0%	\$0
FICA BENEFITS	\$0	\$23	\$23	0%	\$0
<b>Total Parks and Cultural:</b>	<b>\$0</b>	<b>\$308</b>	<b>\$308</b>	<b>0%</b>	<b>\$0</b>
<b>Total Salaries and Benefits:</b>	<b>\$0</b>	<b>\$308</b>	<b>\$308</b>	<b>0%</b>	<b>\$0</b>
<b>Operating Expenses</b>					
<b>Parks and Cultural</b>					
TRAVEL- MILEAGE	\$0	\$380	\$350	-7.9%	-\$30
CONTRIBUTIONS	\$454,514	\$464,768	\$465,493	0.2%	\$725
<b>Total Parks and Cultural:</b>	<b>\$454,514</b>	<b>\$465,148</b>	<b>\$465,843</b>	<b>0.1%</b>	<b>\$695</b>
<b>Total Operating Expenses:</b>	<b>\$454,514</b>	<b>\$465,148</b>	<b>\$465,843</b>	<b>0.1%</b>	<b>\$695</b>
<b>Total Expense Objects:</b>	<b>\$454,514</b>	<b>\$465,456</b>	<b>\$466,151</b>	<b>0.1%</b>	<b>\$695</b>

For more information:

[https://www.pamunkeylibrary.org/client/en\\_US/default](https://www.pamunkeylibrary.org/client/en_US/default)

# PARKS & RECREATION

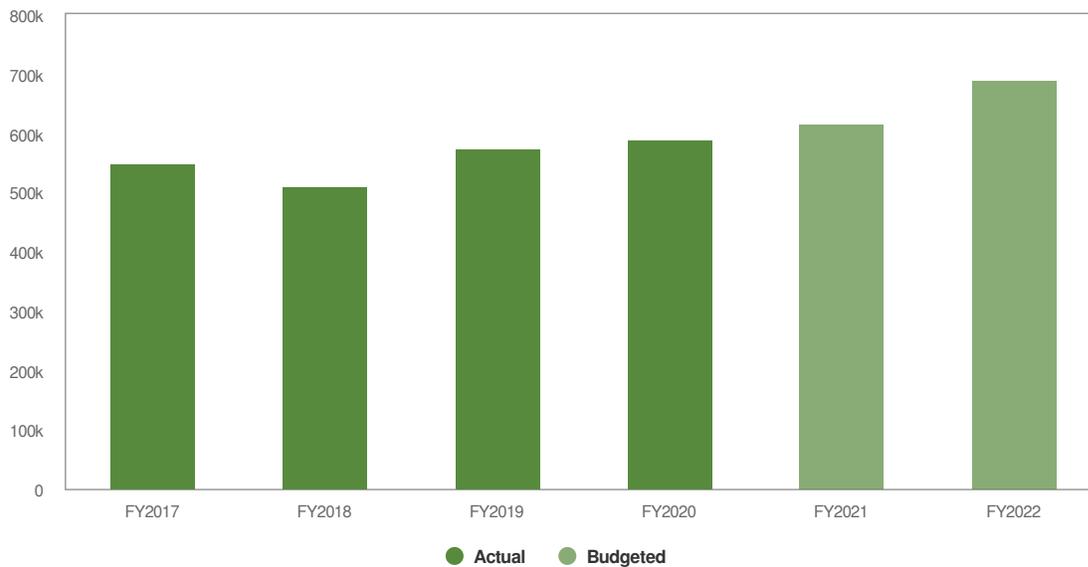
Jessica Kronberg  
Recreation Services Director

Parks, Recreation and Tourism provides a variety of quality programs and facilities to meet the leisure and facility needs of Goochland County citizens and visitors. The primary responsibilities and objectives of the Department are to ensure Goochland County citizens are provided well-balanced leisure activities, to ensure a clean and safe environment in all parks and recreation facilities, to serve as the conduit of community amenities to citizens, and to manage these County resources utilizing the best management practices.

## Expenditures Summary

**\$688,678** **\$72,447**  
(11.76% vs. prior year)

PARKS & RECREATION Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	5	5	6	5
Part-time positions	13	14	13	14

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$366,022	\$381,865	\$430,258	12.7%	\$48,393
Operating Expenses	\$223,869	\$234,366	\$258,420	10.3%	\$24,054
<b>Total Expense Objects:</b>	<b>\$589,892</b>	<b>\$616,231</b>	<b>\$688,678</b>	<b>11.8%</b>	<b>\$72,447</b>

## Explanation of Changes

The increase in personnel costs is due to additional part-time hours and the normal salary and benefit increases. The increase in operating expense is primarily to cover additional recreation and janitorial supplies, and costs for special events.

### Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Parks and Cultural</b>					
<b>Parks And Recreation</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$182,474	\$191,792	\$221,576	15.5%	\$29,784
SALARIES - PART TIME	\$90,711	\$86,800	\$103,800	19.6%	\$17,000
SPECIAL EVENT	\$324	\$0	\$0	0%	\$0
PUBLIC OFFICIAL STIPEND	\$650	\$2,400	\$2,400	0%	\$0
FICA BENEFITS	\$19,885	\$21,312	\$24,891	16.8%	\$3,579
VRS BENEFITS PLAN 1&2 EMPLS	\$16,242	\$18,968	\$21,914	15.5%	\$2,946
HOSPITAL/MEDICAL (HMP) BENEFIT	\$48,962	\$52,212	\$45,984	-11.9%	-\$6,228
GROUP LIFE INSURANCE	\$2,324	\$2,570	\$2,969	15.5%	\$399
WORKER'S COMPENSATION	\$4,450	\$5,811	\$6,724	15.7%	\$913
<b>Total Salaries and Benefits:</b>	<b>\$366,022</b>	<b>\$381,865</b>	<b>\$430,258</b>	<b>12.7%</b>	<b>\$48,393</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$2,051	\$1,425	\$1,500	5.3%	\$75
CONTRACTED SERVICES	\$19,549	\$21,850	\$23,000	5.3%	\$1,150
PRINTING AND BINDING	\$10,770	\$11,875	\$13,000	9.5%	\$1,125
ADVERTISING	\$3,521	\$4,750	\$5,000	5.3%	\$250
INVESTIGATION SERVICES	\$981	\$1,425	\$2,000	40.4%	\$575
INSTRUCTOR SERVICES	\$51,491	\$95,000	\$95,000	0%	\$0
POSTAGE	\$220	\$950	\$950	0%	\$0
TELECOMMUNICATIONS	\$5,979	\$6,270	\$6,270	0%	\$0
WIRELESS/CELLULAR	\$1,822	\$1,330	\$3,750	182%	\$2,420
OFFICE SUPPLIES	\$5,527	\$2,850	\$4,000	40.4%	\$1,150
FOOD SUPPLIES	\$255	\$285	\$300	5.3%	\$15
REC SUPPLIES	\$42,817	\$24,700	\$35,000	41.7%	\$10,300
REC SUPPLIES	\$670	\$0	\$0	0%	\$0
MARKETING AND PROMOTIONS	\$12,454	\$7,600	\$7,600	0%	\$0
OFFICE EQUIPMENT	\$4,933	\$475	\$0	-100%	-\$475
OFFICE EQUIPMENT	\$2,149	\$0	\$0	0%	\$0
TRAVEL- MILEAGE	\$69	\$475	\$500	5.3%	\$25
TRAVEL EXP - EDUCATION/TRAIN	\$2,459	\$713	\$750	5.2%	\$37

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
EDUCATION-TUITION/REGISTRAT	\$1,509	\$2,850	\$3,000	5.3%	\$150
CONTRACTED SUPPORT SERVICES	\$6,000	\$5,700	\$6,000	5.3%	\$300
DUES & MEMBERSHIPS	\$624	\$760	\$800	5.3%	\$40
SPECIAL RECREATION EVENTS	\$36,357	\$33,583	\$38,500	14.6%	\$4,917
JANITORIAL SUPPLIES	\$49	\$0	\$2,000	N/A	\$2,000
REPAIR_MAINT	\$3,604	\$7,600	\$7,000	-7.9%	-\$600
FUEL	\$814	\$1,900	\$2,500	31.6%	\$600
RENOVATIONS/ALTERATIONS	\$7,198	\$0	\$0	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$223,869</b>	<b>\$234,366</b>	<b>\$258,420</b>	<b>10.3%</b>	<b>\$24,054</b>
<b>Total Parks And Recreation:</b>	<b>\$589,892</b>	<b>\$616,231</b>	<b>\$688,678</b>	<b>11.8%</b>	<b>\$72,447</b>
<b>Total Parks and Cultural:</b>	<b>\$589,892</b>	<b>\$616,231</b>	<b>\$688,678</b>	<b>11.8%</b>	<b>\$72,447</b>
<b>Total Expenditures:</b>	<b>\$589,892</b>	<b>\$616,231</b>	<b>\$688,678</b>	<b>11.8%</b>	<b>\$72,447</b>

## Aligning with County Strategic Goals

*The Parks and Recreation Department prides itself on providing excellent customer service. This includes the ability to engage with our community as well as offer high quality programs and events.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Continue to implement the 2021-2025 Parks and Recreation Master Plan.
- Work with Economic Development to develop and implement County tourism efforts.
- Continue to develop, implement, and evaluate existing programming that most efficiently provides services and meets the needs of the County's citizens.
- Continue to work with staff on our Employee Development and Training goals and objectives. This includes identifying alternative funding sources as well as pathways for licensure and certification.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Programs offered	253	275	285
Special event attendance	11,537	18,000	19,000
Parks & Recreation visitation totals	320,455	295,000	300,000
Advertising cost recovery	51%	50%	50%
Total registration of department programs	1,014	2,400	2,500

## Agency Highlights

COVID-19 affected Parks and Recreation during one of the Department's largest registration periods. Facility Use saw a large hit as over 1,000 reservations were canceled or rescheduled between March and June. These reservations included internal reservations, athletics, and outside user groups.

Park Visitation saw a slight increase over FY 19. An increase of 9% was realized during FY 20, despite the pandemic. While some of the Department's outdoor amenities were closed, trails and open spaces remained open. It is important to note that there were no spring sports in FY20. The use of park facilities during the pandemic was more than what is typically seen during spring sports season.

Even with the impact of COVID-19, during FY 20 and FY 21, Parks and Recreation staff worked hard to serve the community. Programs and events were modified to meet or exceed health guidelines. Goochland was one of the few Parks and Recreation departments to offer a summer camp series during the summer of 2020.

### PAST AWARDS

Since 2014 Parks and Recreation also has been recognized by the Virginia Recreation and Parks Society with 10 state awards including Best New Program (Tucker's Tots), Best Indoor Renovation (Central High School gym & Central High Cultural and Educational Complex), Best New Facility (Leakes Mill Park & Matthews Park), Best Outdoor Renovation (Goochland Sports Complex), Best Promotional Effort (Fall 2015 Program Guide), Best Snapshot Moment (2020 Hidden Rock Park), and two Governor's Awards for Environmental Excellence.

## Future Outlook

Recreation services desired by the community are continually increasing in terms of demand. This increased demand for programming and events will continue to strain department resources.

Since opening the Central High School Cultural and Educational Complex, rentals have increased significantly, with requests coming in frequently for training and banquet space. As COVID restrictions ease, we anticipate facility use levels to rise above pre-COVID levels.

Programming remains in high demand, waiting lists are not uncommon. Summer Camp and basketball continue to be the overall programmatic drivers. Staffing levels and programming to meet the demands of the community will continue to be a challenge.

The use of the Sports Complex amenities is increasing, requiring new and additional equipment as well as more frequent maintenance and replacement.

Special event requests and expectations are on the rise. 5K Runs, Goochland Day, and other events are in demand by residents.

# PLANNING

**Jamie Sherry**

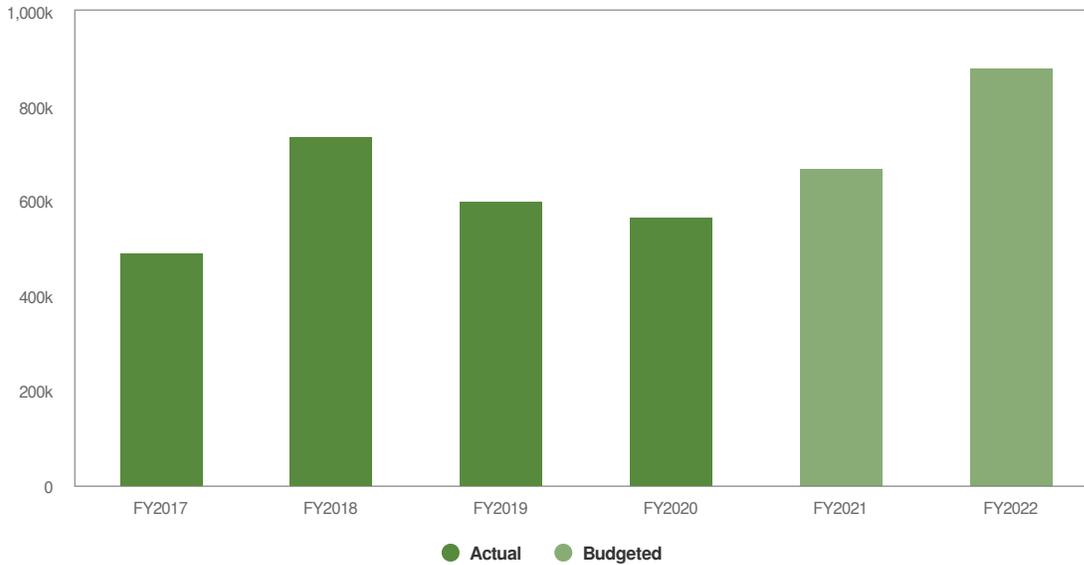
*Director of Community Development*

The Planning Office provides professional guidance and technical support to the Board of Supervisors, Planning Commission, Design Review Committee, Board of Zoning Appeals, County Administration, and to the public on land development activities, transportation, and long-range planning matters. Staff administers the County's zoning and subdivision ordinances including code enforcement and development applications including Rezoning, Conditional Use Permit, Subdivision, Certificate of Approval, Variance, and Ordinance Amendment. Staff reviews plans of development, building and sign permits, landscape plans, lighting plans, and business licenses for Code compliance. Staff oversees development and implementation of the comprehensive plan, transportation plans, and small area studies. The office also facilitates economic development, demographic analysis, historic resource protection, regional planning, regional transportation planning and rural planning activities.

## Expenditures Summary

**\$879,066** **\$209,463**  
 (31.28% vs. prior year)

### PLANNING Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	5	6	7	7
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$523,240	\$559,403	\$730,816	30.6%	\$171,413

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Operating Expenses	\$41,790	\$110,200	\$148,250	34.5%	\$38,050
<b>Total Expense Objects:</b>	<b>\$565,030</b>	<b>\$669,603</b>	<b>\$879,066</b>	<b>31.3%</b>	<b>\$209,463</b>

## Explanation of Changes

The increase in personnel costs is due an additional full-time employee and the normal salary and benefits increase. The increase in operational expenses is primarily due to professional services.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Community Development</b>					
<b>Planning</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$378,511	\$392,683	\$522,703	33.1%	\$130,020
PUBLIC OFFICIAL STIPEND	\$12,500	\$19,800	\$19,800	0%	\$0
FICA BENEFITS	\$27,897	\$30,040	\$39,987	33.1%	\$9,947
VRS BENEFITS PLAN 1&2 EMPLS	\$32,366	\$38,836	\$51,695	33.1%	\$12,859
HOSPITAL/MEDICAL (HMP) BENEFIT	\$58,019	\$62,700	\$75,624	20.6%	\$12,924
GROUP LIFE INSURANCE	\$4,813	\$5,262	\$7,004	33.1%	\$1,742
WORKER'S COMPENSATION	\$9,135	\$10,082	\$14,003	38.9%	\$3,921
<b>Total Salaries and Benefits:</b>	<b>\$523,240</b>	<b>\$559,403</b>	<b>\$730,816</b>	<b>30.6%</b>	<b>\$171,413</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$180	\$95	\$0	-100%	-\$95
PROFESSIONAL SVC	\$11,631	\$76,000	\$100,000	31.6%	\$24,000
REPAIRS & MAINT	\$766	\$950	\$1,000	5.3%	\$50
PRINTING AND BINDING	\$653	\$1,900	\$1,500	-21.1%	-\$400
ADVERTISING	\$9,566	\$6,650	\$15,000	125.6%	\$8,350
ELECTRICAL SERVICES	\$1,358	\$0	\$1,000	N/A	\$1,000
POSTAGE	\$2,588	\$1,330	\$3,000	125.6%	\$1,670
TELECOMMUNICATIONS	\$1,146	\$1,330	\$1,200	-9.8%	-\$130
WIRELESS/CELLULAR	\$1,557	\$1,330	\$1,500	12.8%	\$170
SOFTWARE/LICENSES	\$365	\$0	\$500	N/A	\$500
OFFICE SUPPLIES	\$1,576	\$2,850	\$1,500	-47.4%	-\$1,350
VEHICLE/POWER EQUIP SUPPLIES	\$0	\$0	\$300	N/A	\$300
BOOKS & SUBSCRIPTIONS	\$0	\$190	\$100	-47.4%	-\$90
COMPUTER EQUIP -NON CAPITAL	\$90	\$5,463	\$8,000	46.4%	\$2,537

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
OPERATING SUPPLIES	\$113	\$0	\$100	N/A	\$100
FURN & FIXTURES-NON CAPITAL	\$1,772	\$95	\$300	215.8%	\$205
TRAVEL- MILEAGE	\$581	\$1,425	\$750	-47.4%	-\$675
MEALS/FOOD OTHER TRAINING	\$228	\$380	\$500	31.6%	\$120
TRAVEL EXP - EDUCATION/TRAIN	\$758	\$2,375	\$2,500	5.3%	\$125
EDUCATION- TUITION/REGISTRAT	\$657	\$2,375	\$2,500	5.3%	\$125
MISCELLANEOUS	\$37	\$0	\$0	0%	\$0
DUES & MEMBERSHIPS	\$1,640	\$712	\$2,000	180.9%	\$1,288
FUEL	\$307	\$1,425	\$500	-64.9%	-\$925
LEASE/RENT EQUIPMENT	\$4,222	\$3,325	\$4,500	35.3%	\$1,175
<b>Total Operating Expenses:</b>	<b>\$41,790</b>	<b>\$110,200</b>	<b>\$148,250</b>	<b>34.5%</b>	<b>\$38,050</b>
<b>Total Planning:</b>	<b>\$565,030</b>	<b>\$669,603</b>	<b>\$879,066</b>	<b>31.3%</b>	<b>\$209,463</b>
<b>Total Community Development:</b>	<b>\$565,030</b>	<b>\$669,603</b>	<b>\$879,066</b>	<b>31.3%</b>	<b>\$209,463</b>
<b>Total Expenditures:</b>	<b>\$565,030</b>	<b>\$669,603</b>	<b>\$879,066</b>	<b>31.3%</b>	<b>\$209,463</b>

## Aligning with County Strategic Goals

The Planning and Zoning Department has policies and ordinances in place to ensure that the county has balanced development that contributes to the welfare of the community and preserves its rural character. Customer service and transparency are vital to this department.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- To administer the County's zoning and subdivision ordinances and provide professional guidance and technical support to the Board of Supervisors, Planning Commission, Design Review Committee, Board of Zoning Appeals, County Administration, and general public on land development activities, land use, transportation, environmental, and long-range planning matters.
- Continue to work to improve citizen notification and involvement in public hearing processes
- Rewrite the Subdivision Ordinances to be more customer and user friendly
- Continue to improve Planning and Zoning Department technical capabilities and customer service utilizing GIS data.
- Pursue a new permitting software system to increase efficiency and transparency.
- Begin small area studies for specific areas of the county.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Conduct field investigation of zoning complaints in 48 hours (in %)	99%	100%	100%
Rewrite Subdivision Ordinance	50%	50%	100%
Complete Rezoning and CUP process within 120 days (start = application date)	100	120 days	120 days

## Agency Highlights

A major work item in FY20 for the Planning Office was the completion and adoption of the Zoning Ordinance Rewrite. This effort modernized, simplified, and clarified the Zoning Ordinance which was fifty years old. This effort included over twenty Planning Commission work sessions, four Board of Supervisors work sessions, joint Planning Commission and Board of Supervisors work sessions, two Developer round tables as well as presentations to various citizen groups. The new ordinance became effective January 1, 2020.

Planning staff is currently working on a rewrite of the Subdivision Ordinance. Again, the goal is to simplify and modernize the process. The rewrite is about 25% complete. Numerous public work sessions are planned.

Staff is also working on a zoning digitization process. This will allow citizens to be able to see all proffers and conditions online as part of the GIS zoning layer. This project is about 85% complete.

In response to COVID-19 planning staff made numerous changes to adjust. Community meetings and public hearings were held online. Staff also expedited outdoor dining requests during Phase II of the Governors order.

Planning staff spent a considerable amount of time on a request by EventMakers which proposed to move Innsbrook After Hours to Goochland. This case was ultimately withdrawn. Other notable zoning cases included Tuckahoe Bridge Subdivision, 98 residential lots located near Manakin and Rockville Road, Reed Marsh Subdivision, 64 residential lots located off River Road West in the Goochland Courthouse, Carver Oaks, nine residential lots located off of Hanover Road, an office rezoning off Patterson and Creekmore Road which included an ordinance amendment, four new communication towers: Hawktown Rd, Whitehall Rd, Forrest Grove Rd and Matthews Rd, a mining facility, a public assembly place for Orapax and a campground

The planning office also worked on the adoption of the county's first Mixed Planned Use Zoning District, Manakin Towne. This project is a coordinated development that includes 263 dwellings (apartments and townhomes) and 93,000 square feet of commercial.

### Transportation

Transportation Planning is an important component of the Planning Department as it directly affects our citizens, businesses, and planned projects.

One major initiative transportation planners have been coordinating with regional partners is creation of a new regional Central Virginia Transportation Authority (CVTA). The CVTA will provide a dedicated funding stream to fund transportation projects both within the region and specifically within Goochland Co.

Additional transportation accomplishments for FY20 include:

- The Route 250 STARS study was completed to support transportation planning in the Centerville Village area. The study projected future traffic volumes and crafted recommendations to address traffic congestion and projected traffic growth on Broad Street Road between Hockett Rd. and the I-64 / West Broad Str. interchange in Henrico Co.
- Construction began and is nearing completion for traffic signalization and ramp improvements for both of the Rte. 288 / Broad Street Road intersections. Construction is scheduled to be complete in Fall 2020.
- Goochland was awarded \$500,000 by the Richmond Regional TPO to fund an Interchange Justification Study for a new interchange along Rte. 288 between Tuckahoe Creek Parkway and Broad Street Rd.
- Finalized the alignment and substantially completed engineering for Fairground Road extension. Construction is expected to begin in late 2021.
- Completed Unpaved Road project for Youngstown Rd.
- Completed Maidens Road Bridge deck rehabilitation.
- Submitted 4 Smart Scale Applications to VDOT
  - I-64/Oilville interchange roundabout
  - I-64/Ashland Road interchange diverging diamond interchange
  - Rte. 288 auxiliary lane extension

- Fairground Road extension

## Future Outlook

Planning staff is focusing on the Subdivision Ordinance rewrite. The department projects adoption at the end of 2021 with an effective date of January 2022. In addition, Planning staff has coordinated with the Information Systems department to digitize zoning and other historical maps as well as update the County's existing subdivision information.

County staff anticipates several projects dealing with small area studies. Areas may include the Courthouse area, Centerville, area near Patterson and Hockett Road or taking a look at residential densities. Staff will need guidance on priority projects from the Board of Supervisors.

Transportation initiatives will also require significant staff time. The General Assembly has radically shifted the allocation process for State transportation funds from a cooperative, regional decision-making (Transportation Planning Organization) model to an objective (data-intensive), competitive process. The Arterial Management Plan (AMP) significantly supported the County's Smart Scale, Regional Surface Transportation Program (RSTP), and Metropolitan Transportation Plan (MTP) applications this cycle. To be competitive in the future, the County will need to direct resources to conduct transportation studies well in advance of application deadlines to collect relevant data for data-intensive applications. This coming year, staff will be working with Plan RVA to on the region's Long Range Transportation Plan. Staff is also working with VDOT on an Arterial Management Study for Broad Street (primary focus is on Henrico County).

One of the many challenges facing the department with the upturn in development is continuing progress on initiatives of special projects and transportation projects. It is anticipated that these activities will stretch staff time and resources. In addition, Planning staff resources will be challenged to: 1) adopt and administer any new State initiatives, 2) manage increased development activities, and 3) administer County initiatives.

# PURCHASING

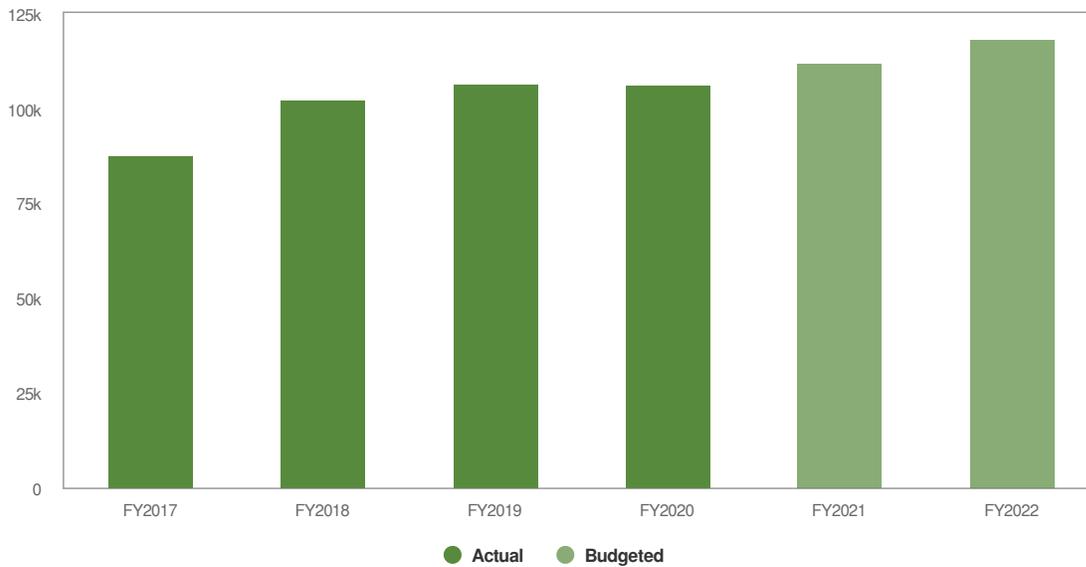
Wanda St. P. Tormey  
Purchasing Director

Purchasing provides central procurement services and assistance to County departments and agencies. The primary responsibilities include assuring compliance with Federal, State (Virginia Public Procurement Act) and local laws, oversight review and assistance in preparation of specifications, solicitation documents, oversight of the review and evaluation process for Requests For Proposals and Invitations For Bids awards and general contract reviews. Purchasing is also responsible for complete oversight and administration of the County's procurement card program, as well as all administration and claims for County liability and property insurance and sale of county surplus property.

## Expenditures Summary

**\$118,261** **\$6,268**  
(5.6% vs. prior year)

PURCHASING Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	1	1	1	1
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$94,247	\$95,131	\$99,609	4.7%	\$4,478
Operating Expenses	\$11,946	\$16,862	\$18,652	10.6%	\$1,790

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expense Objects:</b>	<b>\$106,193</b>	<b>\$111,993</b>	<b>\$118,261</b>	<b>5.6%</b>	<b>\$6,268</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefits increase. Operating increases are due to equipment lease (copier and postage).

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Government</b>					
<b>Purchasing</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$73,568	\$73,568	\$77,290	5.1%	\$3,722
FICA BENEFITS	\$5,563	\$5,628	\$5,913	5.1%	\$285
VRS BENEFITS PLAN 1&2 EMPLS	\$6,481	\$7,276	\$7,644	5.1%	\$368
HOSPITAL/MEDICAL (HMP) BENEFIT	\$7,608	\$7,608	\$7,656	0.6%	\$48
GROUP LIFE INSURANCE	\$964	\$985	\$1,036	5.2%	\$51
WORKER'S COMPENSATION	\$63	\$66	\$70	6.1%	\$4
<b>Total Salaries and Benefits:</b>	<b>\$94,247</b>	<b>\$95,131</b>	<b>\$99,609</b>	<b>4.7%</b>	<b>\$4,478</b>
<b>Operating Expenses</b>					
CONTRACTED SERVICES	\$295	\$475	\$475	0%	\$0
POSTAGE	\$54	\$95	\$95	0%	\$0
TELECOMMUNICATIONS	\$150	\$475	\$200	-57.9%	-\$275
OFFICE SUPPLIES	\$718	\$950	\$1,000	5.3%	\$50
COMPUTER EQUIP -NON CAPITAL	\$0	\$475	\$475	0%	\$0
OFFICE EQUIPMENT	\$70	\$285	\$285	0%	\$0
TRAVEL- MILEAGE	\$309	\$285	\$285	0%	\$0
MEALS/FOOD OTHER TRAINING	\$248	\$237	\$237	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$481	\$1,900	\$1,900	0%	\$0
EDUCATION- TUITION/REGISTRAT	\$849	\$1,805	\$1,850	2.5%	\$45
COUNTY LOGO ITEMS	\$774	\$2,375	\$2,375	0%	\$0
DUES & MEMBERSHIPS	\$585	\$475	\$475	0%	\$0
LEASE/RENT EQUIPMENT	\$7,415	\$5,225	\$9,000	72.2%	\$3,775
LEASE- POSTAGE METER	\$0	\$1,805	\$0	-100%	-\$1,805
<b>Total Operating Expenses:</b>	<b>\$11,946</b>	<b>\$16,862</b>	<b>\$18,652</b>	<b>10.6%</b>	<b>\$1,790</b>
<b>Total Purchasing:</b>	<b>\$106,193</b>	<b>\$111,993</b>	<b>\$118,261</b>	<b>5.6%</b>	<b>\$6,268</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Total General Government:	\$106,193	\$111,993	\$118,261	5.6%	\$6,268
Total Expenditures:	\$106,193	\$111,993	\$118,261	5.6%	\$6,268

## Aligning with County Strategic Goals

*Purchasing supports the County's Strategic goals aligning with efficient, effective and transparent government and excellence in financial management.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Maintain compliance with all Procurement law and applicable procedures
- Provide timely and professional service to departments, citizens and vendors.
- Provide professional guidance and assistance to departments regarding complex procurements to achieve the maximum results for their needs.
- Create and maintain openness and transparency to our departments, citizens and vendors.
- Maintain and ensure fair, open and maximum competition
- Ensure insurance proposals are fair and within county values

## Agency Performance Measures

### Procurement cycle time

- Minimize the time it takes to approve a requisition and convert to a Purchase Order by 25%.
- Achieve and maintain continued education points at 40 hours
- Reduce award time for formal solicitations by 15%

## Agency Highlights

In FY 20/21 the Purchasing Department has successfully negotiated and procured major contracts including the revenue recovery services for our EMS transports, employee benefits consultants, construction services for the new Tucker Park pedestrian path, upgrades for our public safety radio system, the completion processes for renovations for the Registrar and Treasurer/Commission of Revenue offices and multiple other procurements leading to over 250 Purchase Orders and Change Orders.

This department also handles all insurance needs, claims, records and renewals for the County and assists management with recommendations regarding annual renewals for premiums and coverage.

In addition, during the General Assembly session, this department constantly monitors all bills and legislative proposals regarding procurement that may affect the County. After becoming law, this department works closely with the County Attorney's office to recommend code changes to the Board of Supervisors.

## Future Outlook

The Purchasing Department will continue to face struggles with maintaining and procuring and negotiating contracts as the increase in facilities, employees and legislative changes happen at the current staffing level.

# REGISTRAR

Ryan Mulligan  
Registrar

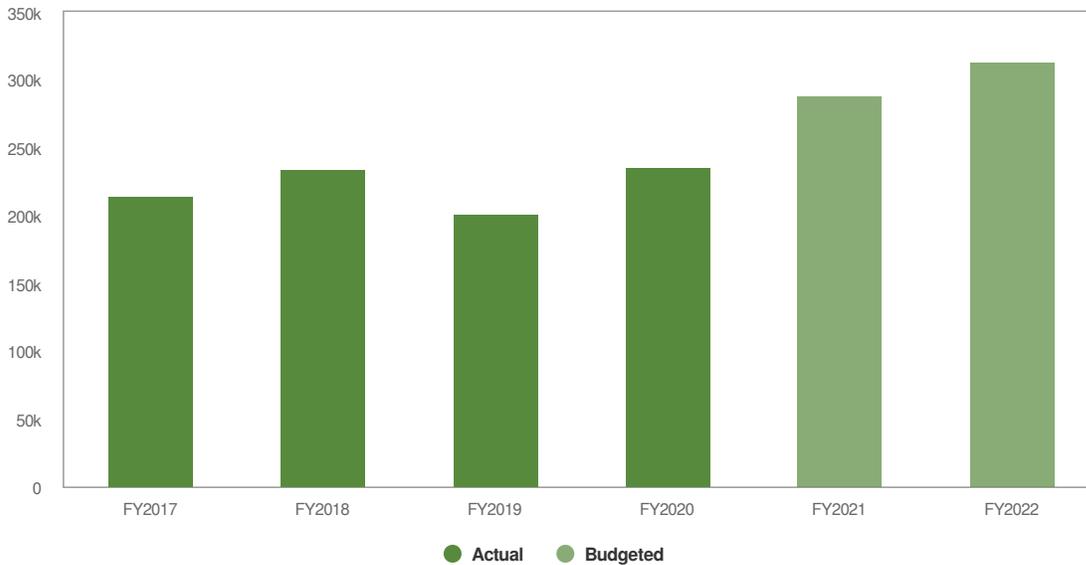
The Registrar's Office is charged with providing all facets of the electoral process, from voter registration to election administration, to the citizens of Goochland County. This activity includes processing voter registrations and maintaining accurate voter lists in accordance with state and federal code as well as coordinating polling place facilities, processing candidates, tracking campaign finance and maintaining the voting equipment. The office also provides customer service relating to voter registration and elections.

The budget includes part-time wages to oversee electoral function of the County.

## Expenditures Summary

**\$313,831** **\$25,245**  
(8.75% vs. prior year)

### REGISTRAR Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	2	2	2	2
Part-time positions	4	4	4	4

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
General Government					
Registrar					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Salaries and Benefits	\$151,070	\$161,525	\$184,539	14.2%	\$23,014
Operating Expenses	\$84,614	\$127,061	\$129,292	1.8%	\$2,231
<b>Total Registrar:</b>	<b>\$235,685</b>	<b>\$288,586</b>	<b>\$313,831</b>	<b>8.7%</b>	<b>\$25,245</b>
<b>Total General Government:</b>	<b>\$235,685</b>	<b>\$288,586</b>	<b>\$313,831</b>	<b>8.7%</b>	<b>\$25,245</b>
<b>Total Expenditures:</b>	<b>\$235,685</b>	<b>\$288,586</b>	<b>\$313,831</b>	<b>8.7%</b>	<b>\$25,245</b>

## Explanation of Changes

The personnel increase is due to increased part-time hours and the normal salary and benefits increase. Operating increases are primarily due to election workers and postage, partially offset by savings in computer equipment.

## Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$105,701	\$104,251	\$115,766	11%	\$11,515
SALARIES - PART TIME	\$0	\$10,200	\$18,500	81.4%	\$8,300
OTHER SALARIES	\$6,639	\$6,550	\$6,550	0%	\$0
FICA BENEFITS	\$8,074	\$9,257	\$10,772	16.4%	\$1,515
VRS BENEFITS PLAN 1&2 EMPLS	\$9,735	\$10,310	\$11,449	11%	\$1,139
HOSPITAL/MEDICAL (HMP) BENEFIT	\$19,452	\$19,452	\$19,824	1.9%	\$372
GROUP LIFE INSURANCE	\$1,366	\$1,396	\$1,551	11.1%	\$155
WORKER'S COMPENSATION	\$105	\$109	\$127	16.5%	\$18
<b>Total Salaries and Benefits:</b>	<b>\$151,070</b>	<b>\$161,525</b>	<b>\$184,539</b>	<b>14.2%</b>	<b>\$23,014</b>
<b>Operating Expenses</b>					
PROFESSIONAL SVC	\$4,629	\$475	\$500	5.3%	\$25
REPAIRS & MAINT	\$0	\$2,375	\$1,500	-36.8%	-\$875
CONTRACTED SERVICES	\$14,963	\$12,549	\$10,435	-16.8%	-\$2,114
PRINTING AND BINDING	\$10,746	\$13,300	\$12,871	-3.2%	-\$429
POLLING IMPROVEMENTS	\$0	\$475	\$500	5.3%	\$25
JURORS WITNESSES ELECT WORK	\$40,900	\$34,833	\$42,666	22.5%	\$7,833
POSTAGE	\$3,662	\$13,300	\$16,831	26.5%	\$3,531
TELECOMMUNICATIONS	\$462	\$570	\$600	5.3%	\$30
WIRELESS/CELLULAR	\$476	\$475	\$500	5.3%	\$25
OFFICE SUPPLIES	\$2,268	\$4,800	\$5,052	5.3%	\$252

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
COMPUTER EQUIP -NON CAPITAL	\$110	\$0	\$0	0%	\$0
TRAVEL- MILEAGE	\$3,488	\$3,800	\$4,000	5.3%	\$200
MEALS/FOOD OTHER TRAINING	\$12	\$570	\$600	5.3%	\$30
TRAVEL EXP - EDUCATION/TRAIN	\$358	\$2,280	\$2,400	5.3%	\$120
EDUCATION- TUITION/REGISTRAT	\$0	\$2,280	\$2,400	5.3%	\$120
DUES & MEMBERSHIPS	\$630	\$950	\$430	-54.7%	-\$520
COMPUTER EQUIPMENT	\$0	\$30,780	\$24,580	-20.1%	-\$6,200
LEASE/RENT EQUIPMENT	\$1,909	\$3,249	\$3,427	5.5%	\$178
<b>Total Operating Expenses:</b>	<b>\$84,614</b>	<b>\$127,061</b>	<b>\$129,292</b>	<b>1.8%</b>	<b>\$2,231</b>
<b>Total Expense Objects:</b>	<b>\$235,685</b>	<b>\$288,586</b>	<b>\$313,831</b>	<b>8.7%</b>	<b>\$25,245</b>

## Aligning with County Strategic Goals

*The registrar's office strives to exemplify excellence in customer service, high quality core services, and transparent government.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Provide premier services for county voters.
- Ensure uniformity in the voting process.
- Maintain voter confidence in the electoral process.
- Minimize wait times for voting at all locations.

## Agency Highlights

Goochland County continues to be among counties with the highest turnout. Percentage turnout of total voters for the November 2019 General Election was 60.36% compared to the state-wide percentage turnout of total voters of 44.6%.

The office has worked with the Board of Supervisors, the County Attorney, and the GIS department to move the precinct boundary between precincts 401 Shallow Well and 402 Centerville to balance the population between the two. This will help us to continue to provide premier services and to avoid long lines on Election Day for voters in these precincts.

The office has also worked with the Board of Supervisors, the County Attorney and the GIS department to find a solution to the centuries old borer dispute with Louisa County to bring voters back to Goochland County and ensure all voters are receiving ballots for the correct local offices as well as House of Delegates and Virginia Senate.

This office held and plans to continue to hold an Election Officer Appreciation Night and Hot wash to show our appreciation for Election Officers and to promote two-way communication between this office and the Officers of Election giving them the opportunity to ask questions, share experiences and provide suggestions. Knowing how things are done at each precinct, having the officers share with each other and listening to suggestions will help us to continue to meet our goals and objectives.

## Future Outlook

The Registrar will continue to develop policies and procedures for this office as well as for administering elections and continue to make Election Officer training more effective to ensure the citizens receive premier services. There will be a focus on the continued education, training, and certification of staff. We will also be working on a program to educate and promote voter participation among high school students, possibly even enacting a page program.

# SCHOOLS

Debbie White

Schools Chief Financial Officer

[www.goochlandschools.org](http://www.goochlandschools.org)

**Goochland County Public Schools** has five primary funds, with the Board of Supervisors adopting a budget for each fund in April (and amended this year in June) based on the request and approval of the School Board, as well as the availability of local funds.

## **Local Revenues**

The proposed budget has a 5.02% increase in funding from the Goochland County Board of Supervisors local transfer (from real and personal property taxes) for 2021-22 in the amount of \$24,500,000. This is an increase of \$1,170,000 over the current approved budget. GCPS also generates its own revenue for dual enrollment, cafeteria operations, rents, donations and surplus item sales. This portion of local, miscellaneous revenue will decrease by \$22,073 (-1.97%) to \$1,098,456 for 2021-22 from \$1,120,529 in the current budget.

## **State Revenues**

The proposed budget is based on the December 16, 2020 budget proposed by Governor Northam. The GCPS composite index remains at 0.80, which puts greater responsibility on our local government to fund public education. Average daily membership (ADM), which drives state funding, is projected at 2,500 students, a realistic increase from the current ADM of 2,489 (as of 1/31/2021) and the same as is currently budgeted for the current fiscal year. The total state revenues are projected to be \$7,806,324 for 2021-22, up \$346,335 (4.64%) from \$7,459,989 in the current budget this year (due mainly to higher sales tax projections).

## **Federal Revenues**

The proposed budget is based on an assumption of level funding for all on-going federal programs from October 2020 awards with \$155,000 projected carryover funds from FY2021 as well. However, GCPS has been allocated \$1,049,998 from the December 27, 2020 federal Coronavirus Response & Recovery Stimulus Act (ESSER II) for COVID-19 related mitigation and student remediation expenses. It is hoped that this one-time funding will be used over the next two budget years, but is budgeted in full for 2021-22 as a contingency due to uncertainties with the pandemic. The total federal revenues are projected at \$2,383,142 for the General Funds, up \$963,472 (67.9%) from \$1,419,670 in the budget adopted in May 2020 (prior to the receipt of almost \$2 million in Coronavirus Relief Funds this fall).

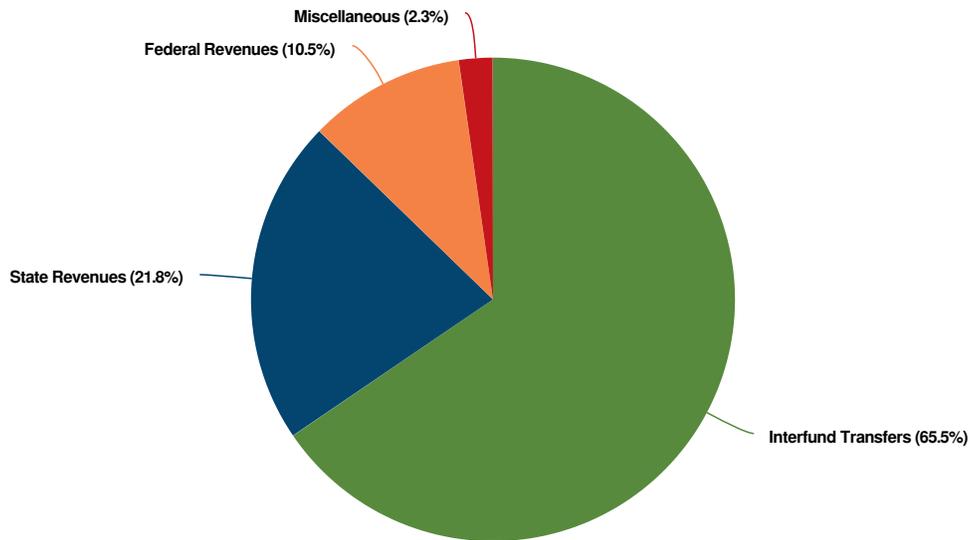
The School Board has a **separate budget document** (that describes each of these funds in detail, with narrative descriptions, revenue and expenditure summaries, and strategic plan goals and initiatives. Although this budget document reflects the originally adopted budget, most of the trend information and school instructional and operating narratives are still valid. The funds summarized in the following pages include:

- School Operating Fund (623)
- School Textbook Fund (624)
- School Special Revenue Fund (626)
- School Cafeteria Fund (627)
- School Grant Fund (628)

\*The School Board's budget website: [FY2022 SCHOOLS ADOPTED BUDGET](#)

# Revenues by Source

## Projected 2022 Revenues by Source

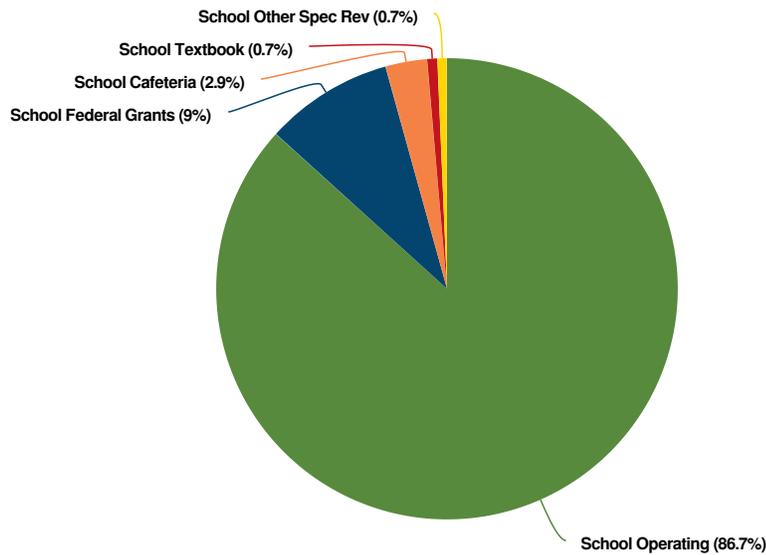


Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Revenue Source</b>					
<b>Miscellaneous</b>					
SCHOOLS LOCAL REVENUE	\$391,705	\$321,341	\$301,581	-6.1%	-\$19,760
SCHOOLS LOCAL REVENUE	\$508,778	\$565,325	\$548,365	-3%	-\$16,960
<b>Total Miscellaneous:</b>	<b>\$900,483</b>	<b>\$886,666</b>	<b>\$849,946</b>	<b>-4.1%</b>	<b>-\$36,720</b>
<b>State Revenues</b>					
<b>Categorical State Aid</b>					
SCHOOLS STATE SOQ REVENUE	\$4,045,774	\$4,065,282	\$4,303,387	5.9%	\$238,105
SCHOOLS STATE SALES TAX REVENUE	\$3,465,011	\$3,150,020	\$3,587,606	13.9%	\$437,586
SCHOOLS STATE BOND PROCEEDS	\$208,430	\$180,000	\$180,000	0%	\$0
SCHOOLS STATE SOQ REVENUE	\$50,901	\$53,735	\$53,735	0%	\$0
SCHOOLS STATE REVENUE	\$9,894	\$10,952	\$15,560	42.1%	\$4,608
<b>Total Categorical State Aid:</b>	<b>\$7,780,010</b>	<b>\$7,459,989</b>	<b>\$8,140,288</b>	<b>9.1%</b>	<b>\$680,299</b>
<b>Total State Revenues:</b>	<b>\$7,780,010</b>	<b>\$7,459,989</b>	<b>\$8,140,288</b>	<b>9.1%</b>	<b>\$680,299</b>
<b>Federal Revenues</b>					
VDH SUMMER FOOD SVC PRGM	\$0	\$4,000		-100%	-\$4,000
SCHOOLS FEDERAL REVENUE	\$476,625	\$538,078	\$534,078	-0.7%	-\$4,000
SCHOOLS FEDERAL REVENUE	\$1,244,809	\$1,419,670	\$3,382,084	138.2%	\$1,962,414

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Federal Revenues:</b>	<b>\$1,721,434</b>	<b>\$1,961,748</b>	<b>\$3,916,162</b>	<b>99.6%</b>	<b>\$1,954,414</b>
<b>Interfund Transfers</b>					
SCHOOLS TRANSFER FROM COUNTY	\$22,127,942	\$23,115,060	\$24,285,060	5.1%	\$1,170,000
SCHOOLS TRANSFER FROM COUNTY	\$203,604	\$214,940	\$214,940	0%	\$0
<b>Total Interfund Transfers:</b>	<b>\$22,331,546</b>	<b>\$23,330,000</b>	<b>\$24,500,000</b>	<b>5%</b>	<b>\$1,170,000</b>
<b>Total Revenue Source:</b>	<b>\$32,733,473</b>	<b>\$33,638,403</b>	<b>\$37,406,396</b>	<b>11.2%</b>	<b>\$3,767,993</b>

## Expenditures by Fund

### 2022 Expenditures by Fund



Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>School Operating</b>					
SCHOOLS ADMINISTRATION/HEALTH	\$2,007,108	\$2,027,339	\$2,231,213	10.1%	\$203,874
SCHOOLS INSTRUCTION	\$21,498,248	\$21,607,652	\$22,833,464	5.7%	\$1,225,812
SCHOOLS TRANSPORTATION	\$2,127,586	\$2,317,561	\$2,592,730	11.9%	\$275,169
SCHOOLS OPERATIONS/MAINTENANCE	\$2,733,018	\$2,659,595	\$2,737,288	2.9%	\$77,693
SCHOOLS FACILITIES	\$5,124	\$5,000	\$0	-100%	-\$5,000
SCHOOLS TECHNOLOGY	\$2,236,565	\$2,214,556	\$2,261,881	2.1%	\$47,325
<b>Total School Operating:</b>	<b>\$30,607,649</b>	<b>\$30,831,703</b>	<b>\$32,656,576</b>	<b>5.9%</b>	<b>\$1,824,873</b>
<b>School Textbook</b>					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
SCHOOLS TEXTBOOKS	\$503,629	\$268,675	\$268,675	0%	\$0
<b>Total School Textbook:</b>	<b>\$503,629</b>	<b>\$268,675</b>	<b>\$268,675</b>	<b>0%</b>	<b>\$0</b>
<b>School Other Spec Rev</b>					
SCHOOLS OTHER SPECIAL REVENUE	\$140,273	\$233,863	\$248,510	6.3%	\$14,647
<b>Total School Other Spec Rev:</b>	<b>\$140,273</b>	<b>\$233,863</b>	<b>\$248,510</b>	<b>6.3%</b>	<b>\$14,647</b>
<b>School Cafeteria</b>					
SCHOOLS CAFETERIA	\$993,263	\$1,114,355	\$1,098,003	-1.5%	-\$16,352
<b>Total School Cafeteria:</b>	<b>\$993,263</b>	<b>\$1,114,355</b>	<b>\$1,098,003</b>	<b>-1.5%</b>	<b>-\$16,352</b>
<b>School Federal Grants</b>					
SCHOOLS FEDERAL GRANTS	\$1,244,825	\$1,419,670	\$3,383,142	138.3%	\$1,963,472
<b>Total School Federal Grants:</b>	<b>\$1,244,825</b>	<b>\$1,419,670</b>	<b>\$3,383,142</b>	<b>138.3%</b>	<b>\$1,963,472</b>
<b>Total:</b>	<b>\$33,489,639</b>	<b>\$33,868,266</b>	<b>\$37,654,906</b>	<b>11.2%</b>	<b>\$3,786,640</b>

# Goochland County Sheriff's Office



**Sheriff Steven N. Creasey**  
*Goochland County Sheriff*

The Goochland County Sheriff's Office is the primary law enforcement agency in Goochland County responsible for responding to all calls for service, 911 emergency communications, civil process, court security, and prisoner transport.

## **The mission of the Goochland County Sheriff's Office**

The men and women of the Goochland County Sheriff's Office will always strive to provide efficient public safety services to all residents, businesses, and visitors to Goochland County while exhibiting exceptional character, competence, and open communication.

## **The vision of the Goochland County Sheriff's Office**

The vision of the Goochland County Sheriff's Office is to be an extraordinary problem-solving law enforcement agency by working collaboratively with all Goochland residents and businesses to provide for the safest and most secure community in the Commonwealth of Virginia.

## **Core Values of the Goochland County Sheriff's Office**

- We value our sworn oath to protect and serve all residents, businesses, and visitors to Goochland County.
- We value our Law Enforcement Code of Ethics.
- We value the Constitutions of the United States, and the Commonwealth of Virginia, as well as the system of laws that govern us.
- We value the entire Goochland community and the diversity of the people we serve.
- We value treating others as we would want our own family to be treated, which drives our interaction with all residents, businesses, and visitors to Goochland County.
- We value organizational excellence.
- We value an environment in which individuals strive as a team for superior professional performance in order to achieve our organizational mission and objectives.

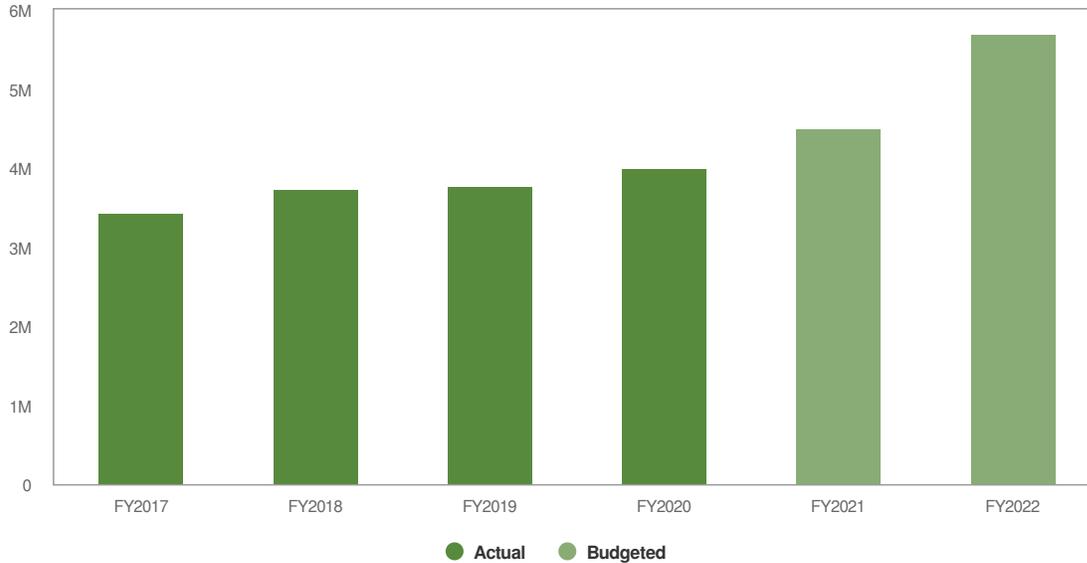
## **Expenditures Summary**

### *Sheriff*

*including Sheriff Grants and Correction & Detention*

**\$5,705,698**    **\$1,197,276**  
(26.56% vs. prior year)

## SHERIFF Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	38	41	49	48
Part-time positions	1	1	1	1

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$3,121,403	\$3,423,310	\$3,963,602	15.8%	\$540,292
Operating Expenses	\$878,391	\$1,085,112	\$1,742,096	60.5%	\$656,984
<b>Total Expense Objects:</b>	<b>\$3,999,794</b>	<b>\$4,508,422</b>	<b>\$5,705,698</b>	<b>26.6%</b>	<b>\$1,197,276</b>

## Explanation of Changes

For FY2022, Sheriff Creasey requested an additional 8 deputies. The adopted budget includes 7 additional deputies in addition to the normal salary and benefits increases. Many of the operating budget lines in the FY2022 GCSO budget appear to show overwhelming increases and are simply a consolidation of several lines that were previously separated out in prior budget years. Normal operating increases cover the increasing demand for services and the number of Deputies.

## Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expenditures					
Public Safety					
Sheriff					
Salaries and Benefits					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
SALARIES	\$2,137,481	\$2,367,630	\$2,703,287	14.2%	\$335,657
OVERTIME	\$92,697	\$70,000	\$90,000	28.6%	\$20,000
SALARIES - PART TIME	\$3,394	\$0	\$0	0%	\$0
OFF DUTY PAY	\$45,430	\$0	\$55,000	N/A	\$55,000
FICA BENEFITS	\$167,674	\$186,479	\$217,894	16.8%	\$31,415
VRS BENEFITS PLAN 1&2 EMPLS	\$183,348	\$234,157	\$267,355	14.2%	\$33,198
HOSPITAL/MEDICAL (HMP) BENEFIT	\$398,783	\$442,860	\$492,568	11.2%	\$49,708
GROUP LIFE INSURANCE	\$27,451	\$31,725	\$36,224	14.2%	\$4,499
WORKER'S COMPENSATION	\$49,240	\$55,459	\$66,274	19.5%	\$10,815
<b>Total Salaries and Benefits:</b>	<b>\$3,105,496</b>	<b>\$3,388,310</b>	<b>\$3,928,602</b>	<b>15.9%</b>	<b>\$540,292</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$29,521	\$35,000	\$40,000	14.3%	\$5,000
PROFESSIONAL SVC	\$1,806	\$2,400	\$2,400	0%	\$0
REPAIRS & MAINT	\$55,021	\$30,000	\$117,500	291.7%	\$87,500
CONTRACTED SERVICES	\$60,192	\$50,000	\$57,000	14%	\$7,000
PRINTING AND BINDING	\$1,505	\$4,000	\$4,000	0%	\$0
ADVERTISING	\$26	\$1,200	\$1,200	0%	\$0
INVESTIGATION SERVICES	\$14,214	\$20,000	\$23,000	15%	\$3,000
HIRING PROCESS	\$1,200	\$8,900	\$10,400	16.9%	\$1,500
CONTRACT HAULING TOWING ETC	\$760	\$2,000	\$2,000	0%	\$0
MEDICAL EXAM/BODY REMOVAL	\$1,125	\$3,000	\$3,000	0%	\$0
EMPLOYEE DRUG TEST	\$1,596	\$3,900	\$3,900	0%	\$0
COMM EQUIP-REPAIRS	\$0	\$2,000	\$2,000	0%	\$0
K9-MEDICAL	\$0	\$1,500	\$0	-100%	-\$1,500
POSTAGE	\$1,502	\$3,500	\$3,500	0%	\$0
TELECOMMUNICATIONS	\$3,098	\$3,200	\$3,500	9.4%	\$300
WIRELESS/CELLULAR	\$14,486	\$30,000	\$35,000	16.7%	\$5,000
SOFTWARE/LICENSES	\$0	\$1,500	\$0	-100%	-\$1,500
OFFICE SUPPLIES	\$9,692	\$12,000	\$12,000	0%	\$0
OFFICE SUPPLIES	\$1,578	\$0	\$0	0%	\$0
EQUIPMENT REPAIR- PARTS	\$1,047	\$6,000	\$6,000	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$25,459	\$62,500	\$0	-100%	-\$62,500
LAW ENFORCEMENT SUPPLIES	\$31,459	\$94,000	\$104,000	10.6%	\$10,000
LAW ENFORCEMENT SUPPLIES	\$1,115	\$0	\$0	0%	\$0
D.A.R.E EXPENSES	\$2,333	\$2,500	\$0	-100%	-\$2,500
COMMUNICATION EQUIP- SUPPLIES	\$0	\$2,000	\$0	-100%	-\$2,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
CRIME PREVENTION EXPENSE	\$2,331	\$8,000	\$0	-100%	-\$8,000
BOOKS & SUBSCRIPTIONS	\$170	\$3,000	\$2,000	-33.3%	-\$1,000
INVESTIGATIVE SUPPLIES	\$1,677	\$9,000	\$12,500	38.9%	\$3,500
AMMUNITION	\$3,925	\$25,000	\$25,000	0%	\$0
VEHICLE TIRES	\$10,372	\$24,000	\$22,000	-8.3%	-\$2,000
COMMUNITY ENGAGEMENT	\$0	\$3,000	\$22,000	633.3%	\$19,000
COMPUTER NON-CAPITAL	\$4,583	\$25,000	\$25,000	0%	\$0
OFFICE EQUIPMENT	\$9,265	\$6,000	\$6,000	0%	\$0
OFFICE EQUIPMENT	\$187	\$0	\$0	0%	\$0
K9 SUPPLIES/MEDICAL	\$1,238	\$1,700	\$14,000	723.5%	\$12,300
MEALS - OPERATIONS	\$574	\$1,300	\$1,500	15.4%	\$200
MEALS/FOOD OTHER TRAINING	\$599	\$0	\$0	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$1,471	\$5,200	\$0	-100%	-\$5,200
MEALS - TRAINING/EVENTS	\$1,179	\$1,500	\$2,500	66.7%	\$1,000
EDUCATION-TUITION/REGISTRAT	\$10,004	\$15,000	\$27,200	81.3%	\$12,200
EMPLOYEE SERVICES	\$2,858	\$2,500	\$3,000	20%	\$500
DUES & MEMBERSHIPS	\$6,110	\$5,000	\$8,000	60%	\$3,000
FUEL	\$75,184	\$130,000	\$130,000	0%	\$0
MACHINERY & EQUIPMENT >\$5000	\$28,503	\$0	\$10,000	N/A	\$10,000
MOTOR VEHICLES & EQUIPMENT	\$4,911	\$0	\$485,436	N/A	\$485,436
LEASE/RENT EQUIPMENT	\$349	\$3,500	\$4,400	25.7%	\$900
WATER COOLERS	\$855	\$900	\$0	-100%	-\$900
LEASE- POSTAGE METER	\$126	\$0	\$0	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$425,208</b>	<b>\$650,700</b>	<b>\$1,230,936</b>	<b>89.2%</b>	<b>\$580,236</b>
<b>Total Sheriff:</b>	<b>\$3,530,704</b>	<b>\$4,039,010</b>	<b>\$5,159,538</b>	<b>27.7%</b>	<b>\$1,120,528</b>
<b>Correction Detention</b>					
<b>Operating Expenses</b>					
ADULT JAIL SPACE	\$174,472	\$150,000	\$200,000	33.3%	\$50,000
JUVENILE DETENTION SPACE	\$251,713	\$260,000	\$267,000	2.7%	\$7,000
TELECOMMUNICATIONS	\$0	\$0	\$2,400	N/A	\$2,400
WIRELESS/CELLULAR	\$0	\$0	\$700	N/A	\$700
INMATE MEALS	\$989	\$1,800	\$2,000	11.1%	\$200
TRAINING ACADEMY	\$26,009	\$22,612	\$39,060	72.7%	\$16,448
<b>Total Operating Expenses:</b>	<b>\$453,184</b>	<b>\$434,412</b>	<b>\$511,160</b>	<b>17.7%</b>	<b>\$76,748</b>
<b>Total Correction Detention:</b>	<b>\$453,184</b>	<b>\$434,412</b>	<b>\$511,160</b>	<b>17.7%</b>	<b>\$76,748</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Sheriff Grants</b>					
<b>Salaries and Benefits</b>					
SALARIES - PART TIME	\$15,907	\$35,000	\$35,000	0%	\$0
<b>Total Salaries and Benefits:</b>	<b>\$15,907</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>0%</b>	<b>\$0</b>
<b>Total Sheriff Grants:</b>	<b>\$15,907</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>0%</b>	<b>\$0</b>
<b>Total Public Safety:</b>	<b>\$3,999,794</b>	<b>\$4,508,422</b>	<b>\$5,705,698</b>	<b>26.6%</b>	<b>\$1,197,276</b>
<b>Total Expenditures:</b>	<b>\$3,999,794</b>	<b>\$4,508,422</b>	<b>\$5,705,698</b>	<b>26.6%</b>	<b>\$1,197,276</b>

## Aligning with County Strategic Goals

The policies and practices of the Goochland County Sheriff's Office are driven by our organizational mission, vision, and core values.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- o Maintain our safe community through delivery of high-quality law enforcement services and community partnerships.
- o Recruit and retain highly qualified professionals committed to our community.
- o Preserve fiscally responsible practices of GCSO.
- o Innovative use of current and emerging technologies in law enforcement

## Agency Performance Measures

NAME OF MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 ACTUAL
Number of calls to dispatch	27,117	30,251	36,682
Total calls for service	21,221	22,242	22,303
Mental health calls	160	126	148
Welfare calls	228	239	245

## Agency Highlights

- Achieved 6th reaccreditation through the Virginia Law Enforcement Accreditation Coalition (VALEAC)
- First-ever memorandum of understanding signed with the Goochland County Public Schools

Goochland County Sheriff's Office (GCSO) joined:

- Southeast Regional Internet Crimes Against Children (ICAC) Task Force
- Virginia Crime Clinic
- Virginia Gang Investigators Association
- High Intensity Drug Trafficking Areas (HIDTA) Program

Community programs and events sponsored by the Sheriff's office, Sheriff Courts, and Emergency Communications:

- Candy, Costumes, & Cops
- COVID Prescription Delivery
- Drug Take-Back Box
- American Flag Retirement Box
- Safe Exchange Zone
- Project Lifesaver (soft rollout)
- Handle with Care (soft rollout)
- GHS Drivers Education (10th-11th grade)
- GHS Legal Course (12th grade)
- Report a tip
- Access GCSO's Most Wanted
- Receive GCSO alerts that may include:
  - Road closure alerts
  - Weather alerts
  - Amber alerts
  - Accident alerts
  - Closure or delayed opening of county buildings & courts
  - Scam alerts
  - Missing person alerts
  - Countywide informational alerts
- Directory of important phone numbers, websites and contacts
- Recruitment & employment opportunities
- GCSO FAQs

## Future Outlook

Goochland County Sheriff's Office must be responsive to and anticipate the current and future impacts of residential and commercial development within Goochland County by increasing personnel in order to maintain high-quality law enforcement services. In order to ensure the fastest possible response times, GCSO is prioritizing the addition of both law enforcement and emergency communications personnel. While specialized training such as Emergency Medical Dispatch will continue to be used by GCSO emergency communications to assist citizens between the time they place their 911 calls until a deputy arrives to assist them, GCSO is committed to continually striving to decrease response times in a county of 281.4 square miles (U.S. Census Bureau 2019).

To assist in best serving the needs of Goochland citizens, GCSO will implement a mandatory minimum staffing policy for deputies and emergency communications operators in fiscal year 2022. During fiscal year 2022, GCSO will achieve a minimum of 4 deputies serving Goochland County at all times. In a 5-year plan proposed to the Goochland County Board of Supervisors in fiscal year 2021, Sheriff Creasey seeks to achieve a mandatory minimum of 7 deputies serving Goochland County at all times, 24 hours per day, 365 days per year by fiscal year 2025.

### Coming in FY2022:

- Goochland County Sheriff's Office (GCSO) iPhone and Android Apps
- GCSO Junior Deputy camp
- Re-opening GCSO Citizens Academy
- Senior Citizens Academy (Day Program)
- GCSO Chaplain Program
- GCSO Auxiliary / Reserve Deputy Program
- Goochland County Middle School Law Enforcement Club

# SHERIFF COURT RELATED



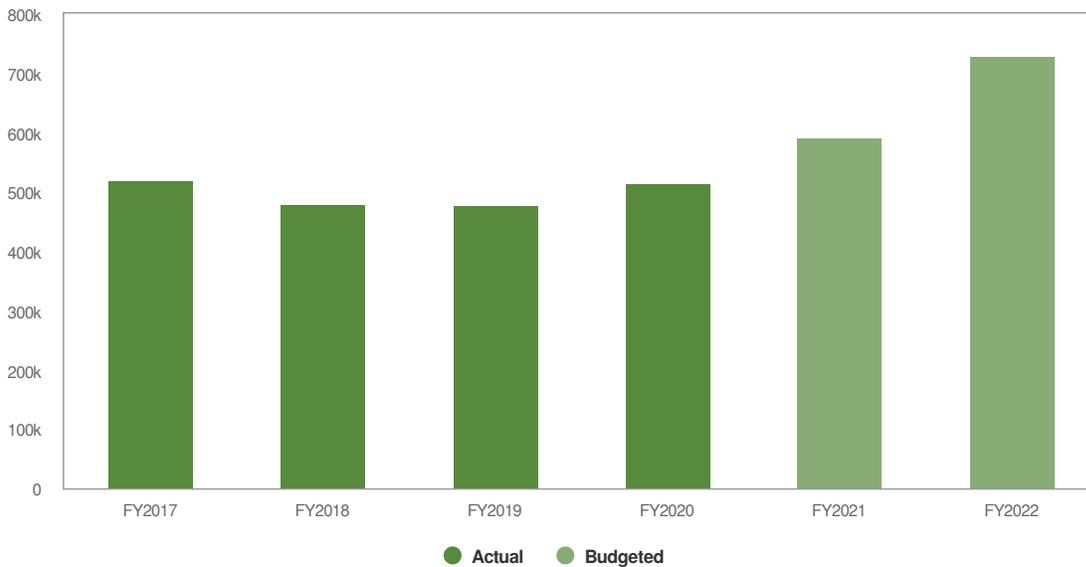
**Sheriff Steven N. Creasey**  
Goochland County Sheriff

Court Services is a division of the Sheriff's Office and is responsible for civil process, the security of the Goochland County judiciary, its officers, visitors and prisoners. This includes the Circuit Court, General District Court and Juvenile & Domestic Relations Court. Court Services helps ensure security and maintains order of courtrooms prior to and during all court sessions.

## Expenditures Summary

**\$729,410** **\$137,841**  
(23.3% vs. prior year)

SHERIFF COURT RELATED Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	4	4	4	4
Part-time positions	7	7	7	7

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$480,231	\$525,769	\$651,210	23.9%	\$125,441
Operating Expenses	\$35,134	\$65,800	\$78,200	18.8%	\$12,400

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expense Objects:</b>	<b>\$515,365</b>	<b>\$591,569</b>	<b>\$729,410</b>	<b>23.3%</b>	<b>\$137,841</b>

## Explanation of Changes

The increase in personnel costs is due to the normal salary and benefits increase, and the overtime caused by COVID 19. Operating expenses increased primarily due to operating supplies, fuel and training. These increases were partially offset by a net decrease in repairs and maintenance costs.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Judicial Administration</b>					
<b>Sheriff Court Related</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$277,106	\$280,314	\$288,723	3%	\$8,409
OVERTIME	\$10,205	\$6,000	\$21,000	250%	\$15,000
SALARIES - PT DEPUTIES	\$45,224	\$105,397	\$121,279	15.1%	\$15,882
PT-COURT SPECIALIST	\$28,843	\$0	\$72,306	N/A	\$72,306
FICA BENEFITS	\$26,269	\$29,966	\$38,503	28.5%	\$8,537
VRS BENEFITS PLAN 1&2 EMPLS	\$23,327	\$27,723	\$28,555	3%	\$832
HOSPITAL/MEDICAL (HMP) BENEFIT	\$57,198	\$63,212	\$64,896	2.7%	\$1,684
GROUP LIFE INSURANCE	\$3,469	\$3,756	\$3,869	3%	\$113
WORKER'S COMPENSATION	\$8,590	\$9,401	\$12,079	28.5%	\$2,678
<b>Total Salaries and Benefits:</b>	<b>\$480,231</b>	<b>\$525,769</b>	<b>\$651,210</b>	<b>23.9%</b>	<b>\$125,441</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$5,414	\$5,500	\$5,500	0%	\$0
PROFESSIONAL SVC	\$0	\$1,000	\$1,500	50%	\$500
REPAIRS & MAINT	\$3,486	\$6,000	\$15,000	150%	\$9,000
CONTRACTED SERVICES	\$1,568	\$12,000	\$12,000	0%	\$0
EMPLOYEE DRUG TEST	\$252	\$1,100	\$1,000	-9.1%	-\$100
COMM EQUIP-REPAIRS	\$0	\$1,000	\$1,000	0%	\$0
OFFICE SUPPLIES	\$1,767	\$1,500	\$1,500	0%	\$0
OFFICE SUPPLIES	\$6	\$0	\$0	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$9,116	\$10,000	\$0	-100%	-\$10,000
LAW ENFORCEMENT SUPPLIES	\$2,885	\$3,000	\$8,000	166.7%	\$5,000
LAW ENFORCEMENT SUPPLIES	-\$2	\$0	\$0	0%	\$0
AMMUNITION	\$1,954	\$3,500	\$3,500	0%	\$0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
VEHICLE TIRES	\$1,761	\$6,200	\$5,500	-11.3%	-\$700
COMPUTER EQUIP -NON CAPITAL	\$935	\$1,500	\$1,500	0%	\$0
FURN & FIXTURES-NON CAPITAL	\$0	\$0	\$5,000	N/A	\$5,000
MEALS/FOOD OTHER TRAINING	\$0	\$1,000	\$1,000	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$499	\$1,000	\$3,500	250%	\$2,500
ON DUTY MEALS	\$0	\$500	\$700	40%	\$200
FUEL	\$5,492	\$11,000	\$12,000	9.1%	\$1,000
<b>Total Operating Expenses:</b>	<b>\$35,134</b>	<b>\$65,800</b>	<b>\$78,200</b>	<b>18.8%</b>	<b>\$12,400</b>
<b>Total Sheriff Court Related:</b>	<b>\$515,365</b>	<b>\$591,569</b>	<b>\$729,410</b>	<b>23.3%</b>	<b>\$137,841</b>
<b>Total Judicial Administration:</b>	<b>\$515,365</b>	<b>\$591,569</b>	<b>\$729,410</b>	<b>23.3%</b>	<b>\$137,841</b>
<b>Total Expenditures:</b>	<b>\$515,365</b>	<b>\$591,569</b>	<b>\$729,410</b>	<b>23.3%</b>	<b>\$137,841</b>

## Aligning with County Strategic Goals

The policies and practices of the Goochland County Sheriff's Office are driven by our organizational mission, vision, and core values. The policies and practices of the Goochland County Sheriff's Office are driven by our organizational mission, vision, and core values.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- o Maintain our safe community through delivery of high-quality law enforcement services and community partnerships.
- o Recruit and retain highly qualified professionals committed to our community
- o Preserve fiscally responsible practices of GCSO
- o Innovative use of current and emerging technologies in law enforcement

## Agency Performance Measures

- o *Achieved 6th reaccreditation through the Virginia Law Enforcement Accreditation Coalition (VALEAC)*
- o *First ever memorandum of understanding signed with the Goochland County Public Schools*

## Agency Highlights

Goochland County Sheriff's Office (GCSO) joined:

- Southeast Regional Internet Crimes Against Children (ICAC) Task Force
- Virginia Crime Clinic
- Virginia Gang Investigators Association
- High Intensity Drug Trafficking Areas (HIDTA) Program

Community programs and events sponsored by the Sheriff's office, Sheriff Courts, and Emergency Communications:

- Candy, Costumes, & Cops
- COVID Prescription Delivery
- Drug Take-Back Box
- American Flag Retirement Box
- Safe Exchange Zone
- Project Lifesaver (soft rollout)
- Handle with Care (soft rollout)
- GHS Drivers Education (10th-11th grade)
- GHS Legal Course (12th grade)
- Report a tip
- Access GCSO's Most Wanted
- Receive GCSO alerts that may include:
  - Road closure alerts
  - Weather alerts
  - Amber alerts
  - Accident alerts
  - Closure or delayed opening of county buildings & courts
  - Scam alerts
  - Missing person alerts
  - Countywide informational alerts
- Directory of important phone numbers, websites and contacts
- Recruitment & employment opportunities
- GCSO FAQs

## Future Outlook

Goochland County Sheriff's Office must be responsive to and anticipate the current and future impacts of residential and commercial development within Goochland County by increasing personnel in order to maintain high-quality law enforcement services, as well as the impacts to Goochland's courts.

# SHERIFF EMERGENCY COMMUNICATION SERVICES

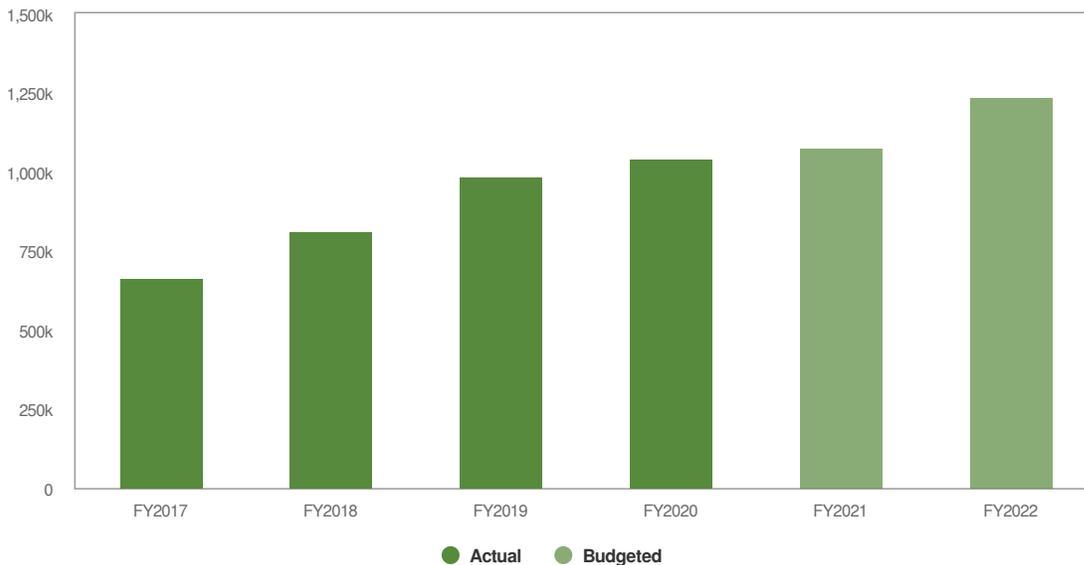
Sheriff Steven N. Creasey  
Goochland County Sheriff

Emergency Communications serves as the 911 answering point and emergency dispatch center for Goochland County. These services and other support activities are provided to County citizens and businesses on a 24/7 basis. The department is able to provide these services with well trained professional Emergency Communications Officers and the use of modern technology communications systems.

## Expenditures Summary

**\$1,234,001** **\$159,336**  
(14.83% vs. prior year)

### SHERIFF EMERGENCY COMMUNICATION SERVICES Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	15	15	17	16
Part-time positions	0	0	1	1

## Explanation of Changes

The increase in personnel costs is due to an additional full-time employee, an additional part-time employee, and the normal salaries and benefits increase. Operating costs have many increases and decreases due to changing how expenses are allocated. The net increase is primarily due to increases in equipment supplies.

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Salaries and Benefits	\$1,007,584	\$1,013,365	\$1,167,601	15.2%	\$154,236
Operating Expenses	\$33,760	\$61,300	\$66,400	8.3%	\$5,100
<b>Total Expense Objects:</b>	<b>\$1,041,344</b>	<b>\$1,074,665</b>	<b>\$1,234,001</b>	<b>14.8%</b>	<b>\$159,336</b>

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Public Safety</b>					
<b>Emergency Communication Servic</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$695,368	\$699,942	\$755,367	7.9%	\$55,425
OVERTIME	\$17,034	\$15,000	\$55,000	266.7%	\$40,000
EMPLOYEE BONUS	\$0	\$0	\$29,500	N/A	\$29,500
FICA BENEFITS	\$49,762	\$54,693	\$64,250	17.5%	\$9,557
VRS BENEFITS PLAN 1&2 EMPLS	\$61,908	\$69,224	\$74,706	7.9%	\$5,482
HOSPITAL/MEDICAL (HMP) BENEFIT	\$173,853	\$164,484	\$177,900	8.2%	\$13,416
GROUP LIFE INSURANCE	\$9,043	\$9,379	\$10,122	7.9%	\$743
WORKER'S COMPENSATION	\$615	\$643	\$756	17.6%	\$113
<b>Total Salaries and Benefits:</b>	<b>\$1,007,584</b>	<b>\$1,013,365</b>	<b>\$1,167,601</b>	<b>15.2%</b>	<b>\$154,236</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$1,272	\$3,000	\$6,600	120%	\$3,600
REPAIRS & MAINT	\$620	\$7,500	\$7,500	0%	\$0
CONTRACTED SERVICES	\$18,745	\$20,000	\$20,000	0%	\$0
EMPLOYEE DRUG TEST	\$504	\$1,500	\$1,000	-33.3%	-\$500
ELECTRICAL SERVICES	\$1,830	\$4,000	\$4,000	0%	\$0
TELECOMMUNICATIONS	\$6,993	\$7,800	\$7,800	0%	\$0
OFFICE SUPPLIES	\$1,380	\$2,500	\$3,000	20%	\$500
COMMUNICATION EQUIP- SUPPLIES	\$0	\$2,000	\$0	-100%	-\$2,000
COMMUNICATION/COMP EQUIP	\$451	\$500	\$3,000	500%	\$2,500
FURN & FIXTURES-NON CAPITAL	\$398	\$2,000	\$4,000	100%	\$2,000
TRAVEL EXP - EDUCATION/TRAIN	\$1,557	\$5,000	\$6,000	20%	\$1,000
DUES & MEMBERSHIPS	\$0	\$0	\$1,000	N/A	\$1,000
REPAIR MAINTENANCE SUPPLIES	\$0	\$2,000	\$0	-100%	-\$2,000
LEASE/RENT EQUIPMENT	\$9	\$3,500	\$2,500	-28.6%	-\$1,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Total Operating Expenses:	\$33,760	\$61,300	\$66,400	8.3%	\$5,100
Total Emergency Communication Service:	\$1,041,344	\$1,074,665	\$1,234,001	14.8%	\$159,336
Total Public Safety:	\$1,041,344	\$1,074,665	\$1,234,001	14.8%	\$159,336
Total Expenditures:	\$1,041,344	\$1,074,665	\$1,234,001	14.8%	\$159,336

## Aligning with County Strategic Goals

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5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Answer 99% of all incoming 911 calls in 10 seconds or less (3 rings or less)
- Dispatch 80% of all Fire, EMS, Animal Control and law enforcement priority 1 calls in 90 seconds or less from call entry
- Maintain a 90% employee retention rate and a core group of well-trained, experienced communications officers, supervisors, managers and administrators
- Maintain a 90% customer satisfaction rate by ensuring the department provides required services to residents and user agencies in a timely, efficient, effective and professional manner
- Maintain a 90% accuracy rate when handling emergency medical dispatch related calls

## Agency Performance Measures

Workload Measures	FY2020 Actual	FY2021 Budget	FY2021 Forecast	Change	FY2022 Projected
				FY2021 Forecast over Budget	
Wireless 911 calls processed	28,861	36,000	34,000	-2,000	37,000
Wire line 911 calls processed	6,888	8,000	6,800	-1,200	6,600
Non-911 telephone calls processed	151,089	165,000	160,500	-4,500	167,000
Public safety incidents processed	79,121	78,000	80,100	2,100	81,000

## Agency Highlights

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- Southeast Regional Internet Crimes Against Children (ICAC) Task Force
- Virginia Crime Clinic
- Virginia Gang Investigators Association
- High Intensity Drug Trafficking Areas (HIDTA) Program

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  - Amber alerts
  - Accident alerts
  - Closure or delayed opening of county buildings & courts
  - Scam alerts
  - Missing person alerts
  - Countywide informational alerts
- Directory of important phone numbers, websites and contacts
- Recruitment & employment opportunities
- GCSO FAQs

## Future Outlook

Coming in FY2022:

- Goochland County Sheriff's Office (GCSO) iPhone and Android Apps
- GCSO Junior Deputy camp
- Re-opening GCSO Citizens Academy
- Senior Citizens Academy (Day Program)
- GCSO Chaplain Program
- GCSO Auxilliary / Reserve Deputy Program
- Goochland County Middle School Law Enforcement Club

# SOCIAL SERVICES

Kimberly Jefferson

*Director*

## DESCRIPTION & FUNCTION

Goochland Social Services provides services ranging from protective services for children, aged and disabled to day care, foster care and adoption services. The agency administers the SNAP (formerly Food Stamp) program, Medicaid, Auxiliary grants, TANF and other financial and energy assistance programs.

The agency is the administrator of the County's Community Action program. Goochland Community Action program provides assistance to income eligible residents with rent, mortgage, utility, medication, and medical supplies. The grant also collaborates with local organizations such as Goochland Public Schools and Goochland Cares. This program offers job training and certification for adults wishing to further their education. All services for this program is based on income.

## DAY CARE SERVICES

Child Care-This program provides funding to enhance the quality, affordability, and supply of child care available to families. Child care services are child-centered, family-focused services that support the family goals of economic self-sufficiency and child development by providing for the supervision, protection, and well-being of a child while the parent is participating in an approved activity. Policies and service strategies are designed to provide low-income families with the financial resources to find and afford quality child care for their children and to ensure that subsidy dollars are provided to the neediest families.

## PUBLIC ASSISTANCE PROGRAMS

Medicaid - Medicaid makes direct payments to health care services providers for eligible low-income individuals and families who are unable to pay for medical services. Medicaid pays for a variety of medical services including prescription drugs; doctor visits, nursing facility care and hospital care.

Temporary Assistance to Needy families (TANF) - TANF provides income eligible families with temporary financial assistance.

Supplemental Nutrition Assistance Program (formerly known as Food Stamps) – SNAP supplements the food budgets of low-income households to help assure needy persons an adequate diet. Eligibility is determined by financial need, household size, and non-financial criteria such as citizen status, student status and work registration.

Auxiliary Grant Program - The Auxiliary grant program provides financial assistance with the cost of room and board for eligible elderly, blind or disabled adults who reside in assisted living facilities.

Low Income Home Energy Assistance Program (LIHEAP)- The Energy Assistance program consists of three components: Fuel Assistance, Crisis Assistance and Cooling Assistance. The Fuel Assistance Component is to assist low-income households, particularly those with the lowest incomes in meeting their immediate home energy needs.

The Crisis Assistance Component is to assist households with energy related emergencies that cannot be met by Fuel Assistance or other resources. The Cooling Assistance Component is to assist households in acquiring or repairing cooling equipment or payment of electric bills to operate cooling equipment.

## PURCHASED SERVICES

Adult Services-The Adult Services Program assists elderly individuals or disabled adults who have an impairment and need services to enhance self-sufficiency and improve their quality of life. Services offered include companion services, assessments for adults entering/residing in assisted living facilities and screenings for adults entering nursing facilities or who need Medicaid-funded home and community-based waivers. Services are designed to help adults remain as independent as possible, preferably in their own home. The goal is to strengthen appropriate family and social supports and reduce the need for institutional placement.

Adult Protective Services-Adult Protective Services investigates reports of abuse, neglect, and exploitation of adults 60 years of age or older and incapacitated adults age 18 or older. If protective services are needed and accepted by the individual, Goochland Social Services staff may arrange for a wide variety of services to stop the mistreatment or prevent

further mistreatment. Services offered may include home-based care, adult day services adult foster care, nutrition services and legal intervention in order to protect the adult.

Foster Care Services-Once it is determined that a child must leave the family and go into foster care, services become available to them, which are designed to promote child safety and well- being within a nurturing, family environment. Foster Care involves placing a child with a foster family, group home, residential children's facility or an independent living arrangement. Foster youth may transition into the Fostering Futures program which provides support and stabilization services to youth ages 18-21.

Prevention Services-Prevention Services includes counseling for children and families, crisis intervention, providing basic needs such as food, furniture, clothing and shelter.

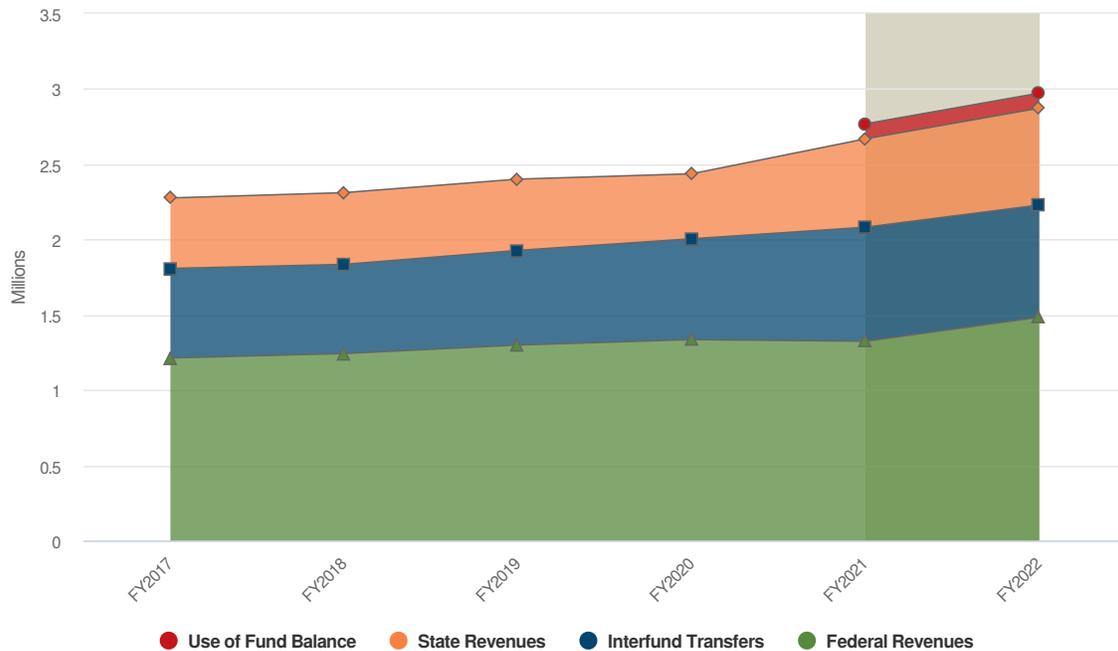
***Social Services is now combined with all  
Health & Human Services functions in the General Fund Budget summary***

# Revenues Summary

**\$2,972,340** **\$203,642**  
(7.36% vs. prior year)

## Revenues by Source

Budgeted and Historical 2022 Revenues by Source



Grey background indicates budgeted figures.

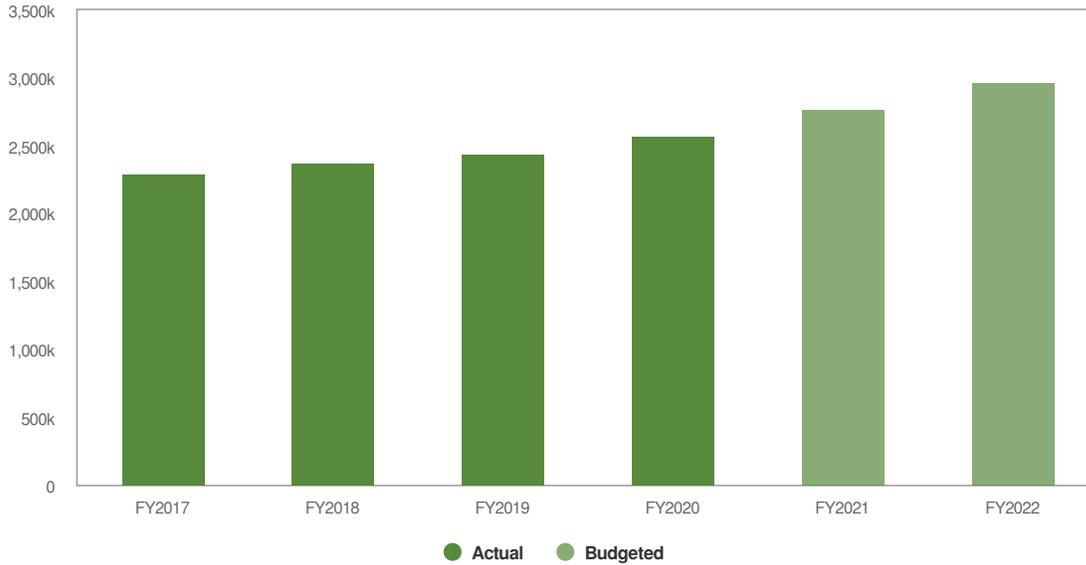
Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)
<b>Revenue Source</b>					
<b>State Revenues</b>					
<b>Categorical State Aid</b>					
STATE PUBLIC ASSISTANCE	\$183,196	\$241,135	\$288,135	\$47,000	19.5%
STATE PURCHASED SERVICES	\$8,271	\$13,144	\$13,628	\$484	3.7%
ADMIN DIRECT SERVICES	\$240,370	\$332,875	\$341,500	\$8,625	2.6%
<b>Total Categorical State Aid:</b>	<b>\$431,837</b>	<b>\$587,154</b>	<b>\$643,263</b>	<b>\$56,109</b>	<b>9.6%</b>
<b>Total State Revenues:</b>	<b>\$431,837</b>	<b>\$587,154</b>	<b>\$643,263</b>	<b>\$56,109</b>	<b>9.6%</b>
<b>Federal Revenues</b>					

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)
FED COMMUNITY ACTION	\$280,203	\$285,425	\$393,580	\$108,155	37.9%
ADMIN/DIRECT SRVC	\$839,663	\$803,909	\$801,746	-\$2,163	-0.3%
FEDERAL PUBLIC ASSISTANCE	\$155,122	\$170,765	\$217,765	\$47,000	27.5%
FED - PURCHASED SERVICES	\$59,902	\$63,769	\$70,649	\$6,880	10.8%
<b>Total Federal Revenues:</b>	<b>\$1,334,889</b>	<b>\$1,323,868</b>	<b>\$1,483,740</b>	<b>\$159,872</b>	<b>12.1%</b>
<b>Use of Fund Balance</b>					
USE OF PRIOR YEAR BALANCE	\$0	\$100,000	\$100,000	\$0	0%
<b>Total Use of Fund Balance:</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>0%</b>
<b>Interfund Transfers</b>					
TRANSFER FROM GENERAL FUND	\$669,871	\$757,676	\$745,337	-\$12,339	-1.6%
<b>Total Interfund Transfers:</b>	<b>\$669,871</b>	<b>\$757,676</b>	<b>\$745,337</b>	<b>-\$12,339</b>	<b>-1.6%</b>
<b>Total Revenue Source:</b>	<b>\$2,436,597</b>	<b>\$2,768,698</b>	<b>\$2,972,340</b>	<b>\$203,642</b>	<b>7.4%</b>

## Expenditures Summary

**\$2,972,340**    **\$203,642**  
 (7.36% vs. prior year)

### SOCIAL SERVICES Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	22	22	22	22
Part-time positions	5	5	5	5

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$1,633,383	\$1,760,214	\$1,741,985	-1%	-\$18,229
Operating Expenses	\$887,144	\$1,008,484	\$1,230,355	22%	\$221,871
Transfers And Other	\$60,000	\$0	\$0	0%	\$0
<b>Total Expense Objects:</b>	<b>\$2,580,527</b>	<b>\$2,768,698</b>	<b>\$2,972,340</b>	<b>7.4%</b>	<b>\$203,642</b>

## Explanation of Changes

The decrease in personnel costs is due to changes in employment. The increase in operating expense is primarily due to public assistance and community action CSBG.

## Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>Health and Human Services</b>					
<b>Department of Social Services</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$1,203,548	\$1,297,667	\$1,280,029	-1.4%	-\$17,638
FICA BENEFITS	\$86,957	\$99,272	\$97,922	-1.4%	-\$1,350
VRS BENEFITS PLAN 1&2 EMPLS	\$98,283	\$120,336	\$117,997	-1.9%	-\$2,339
HOSPITAL/MEDICAL HMP BENEFITS	\$230,055	\$223,632	\$226,908	1.5%	\$3,276
GROUP LIFE INSURANCE	\$14,291	\$15,807	\$15,629	-1.1%	-\$178
UNEMPLOYMENT INSURANCE	\$0	\$1,500	\$1,500	0%	\$0
WORKER'S COMPENSATION	\$0	\$2,000	\$2,000	0%	\$0
FICA BENEFITS	\$249	\$0	\$0	0%	\$0
<b>Total Salaries and Benefits:</b>	<b>\$1,633,383</b>	<b>\$1,760,214</b>	<b>\$1,741,985</b>	<b>-1%</b>	<b>-\$18,229</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - LEGAL	\$40,000	\$44,000	\$46,000	4.5%	\$2,000
MISCELLANEOUS	\$78,327	\$106,175	\$104,275	-1.8%	-\$1,900
PUBLIC ASSISTANCE MISC EXP	\$352,416	\$418,500	\$512,500	22.5%	\$94,000
COMM ACTION PURCHASED SERVICES	\$10,303	\$30,100	\$30,100	0%	\$0
TANF PURCHASED SERVICES	\$92,107	\$93,750	\$93,750	0%	\$0
COMMUNITY ACTION CSBG	\$177,636	\$161,575	\$269,730	66.9%	\$108,155
PURCHASED SVC MISCELLANEOUS	\$136,355	\$154,384	\$174,000	12.7%	\$19,616
<b>Total Operating Expenses:</b>	<b>\$887,144</b>	<b>\$1,008,484</b>	<b>\$1,230,355</b>	<b>22%</b>	<b>\$221,871</b>
<b>Transfers And Other</b>					
FUND TRANS BETWEEN FUNDS	\$60,000	\$0	\$0	0%	\$0
<b>Total Transfers And Other:</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>
<b>Total Department of Social Services:</b>	<b>\$2,580,527</b>	<b>\$2,768,698</b>	<b>\$2,972,340</b>	<b>7.4%</b>	<b>\$203,642</b>
<b>Total Health and Human Services:</b>	<b>\$2,580,527</b>	<b>\$2,768,698</b>	<b>\$2,972,340</b>	<b>7.4%</b>	<b>\$203,642</b>
<b>Total Expenditures:</b>	<b>\$2,580,527</b>	<b>\$2,768,698</b>	<b>\$2,972,340</b>	<b>7.4%</b>	<b>\$203,642</b>

## Aligning with County Strategic Goals

Goochland Department of Social Services uses practices and policies that demonstrate excellent in financial management as well as striving to offer high quality core services for the safety and well-being of our residents. This includes using best practices in Child Welfare and being conservative with budgeting practices. The Department also provides and promotes a position work environment with high quality and diverse staff.

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

The goal of Goochland Department of Social Services is to promote self-reliance, foster prevention, and provide protection to strengthen families and individuals by offering services and linking them to community resources.

## Agency Performance Measures

NAME OF MEASURE	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Timeliness of processing SNAP, Medicaid and TANF applications (average)	99.45	100%	100
Congregate foster care placements (16% or less)	14.3%	<8.6%	<10%
Reduce staff vacancy rate	13.5%	<5%	<5

## Agency Highlights

- Family engagement meetings
- On-going partnerships with community organizations
- Medicaid expansion
- The agency was able to fully operate during COVID-19 with 70% of full time staff teleworking.

## Future Outlook

### CHALLENGES

- Staff retirements and Staff turnover (competition from surrounding localities)
- Proposed changes to Federal and State policies (Families First Prevention Act, SNAP changes)
- Disconnect from State - Policies are geared towards larger agencies with more resources and staff
- COVID-19 and the challenges of home visits and investigations with clients who were exposed and/or positive

### OPPORTUNITIES

- New Technology for Services staff
- New Database for Child Welfare staff for tracking Child Abuse and Foster care data
- New Database for Employee Tracking (Human Resource system)- Date TBD
- The State is beginning to address low pay for employees in local agencies

# TREASURER

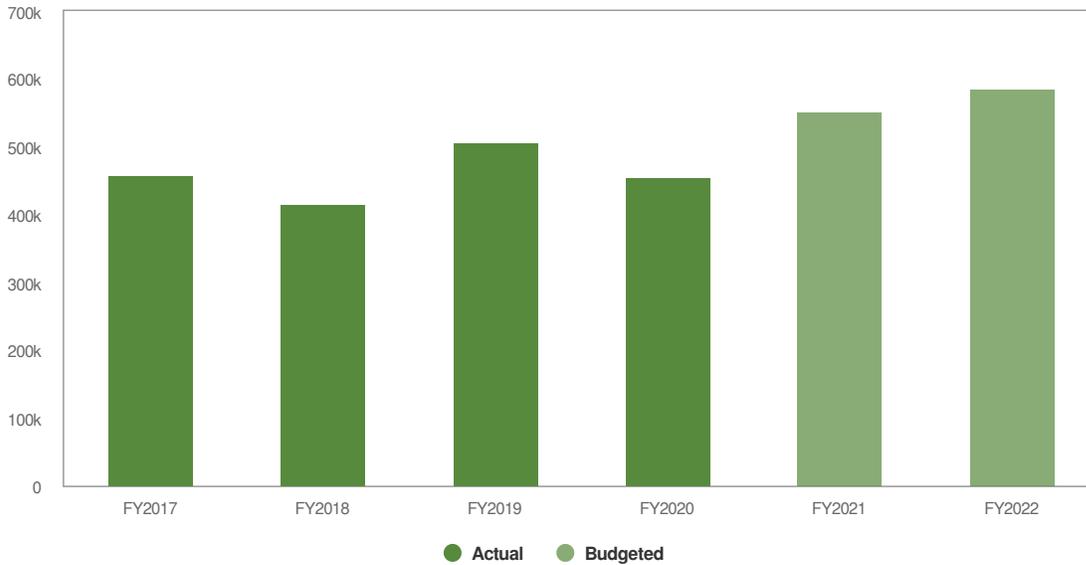
Pamela Duncan  
Treasurer

The County Treasurer is a Constitutional Officer, as provided in the Constitution of Virginia. The Treasurer is elected by County citizens every four years. The Treasurer's Office is responsible for the receipt and collection of state and local revenue, the safekeeping of revenue including deposits and investments, and accounting for certain disbursements of local funds. In addition, the Treasurer has a number of mandatory miscellaneous duties such as budget preparation for the State Compensation Board and local government, maintaining public records, reporting unclaimed property, issuing dog licenses and other reporting required by the Commonwealth or the County.

## Expenditures Summary

**\$585,754** **\$32,916**  
(5.95% vs. prior year)

TREASURER Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	7	7	7	7
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$394,334	\$454,870	\$477,914	5.1%	\$23,044
Operating Expenses	\$61,689	\$97,968	\$107,840	10.1%	\$9,872

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Expense Objects:</b>	<b>\$456,023</b>	<b>\$552,838</b>	<b>\$585,754</b>	<b>6%</b>	<b>\$32,916</b>

## Explanation of Changes

The increase in personnel costs is due to normal benefits increases. Operating expense increase is primarily due to bank fees, printing and postage, offset by a decrease in collection costs.

## Expenditures Details

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
<b>General Government</b>					
<b>Treasurer</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$301,554	\$339,978	\$369,667	8.7%	\$29,689
FICA BENEFITS	\$22,041	\$26,008	\$28,280	8.7%	\$2,272
VRS BENEFITS PLAN 1&2 EMPLS	\$27,013	\$33,623	\$35,560	5.8%	\$1,937
HOSPITAL/MEDICAL (HMP) BENEFIT	\$39,493	\$50,400	\$39,120	-22.4%	-\$11,280
GROUP LIFE INSURANCE	\$3,932	\$4,555	\$4,954	8.8%	\$399
WORKER'S COMPENSATION	\$301	\$306	\$333	8.8%	\$27
<b>Total Salaries and Benefits:</b>	<b>\$394,334</b>	<b>\$454,870</b>	<b>\$477,914</b>	<b>5.1%</b>	<b>\$23,044</b>
<b>Operating Expenses</b>					
REPAIRS & MAINT	\$0	\$190	\$150	-21.1%	-\$40
CONTRACTED SERVICES	\$2,762	\$2,375	\$3,000	26.3%	\$625
PRINTING AND BINDING	\$124	\$3,610	\$3,550	-1.7%	-\$60
ADVERTISING	\$572	\$522	\$600	14.9%	\$78
BANK FEES	\$3,016	\$3,420	\$14,400	321.1%	\$10,980
PRINTING PP & RE BILLS	\$13,352	\$12,350	\$13,700	10.9%	\$1,350
COLLECTION COST - TREASURER	-\$5,743	\$19,000	\$12,000	-36.8%	-\$7,000
POSTAGE	\$31,314	\$38,000	\$40,000	5.3%	\$2,000
TELECOMMUNICATIONS	\$1,424	\$1,425	\$1,550	8.8%	\$125
OFFICE SUPPLIES	\$5,316	\$4,750	\$5,300	11.6%	\$550
EQUIPMENT REPAIR- PARTS	\$0	\$190	\$190	0%	\$0
BOOKS & SUBSCRIPTIONS	\$27	\$285	\$150	-47.4%	-\$135
COMPUTER EQUIP -NON CAPITAL	\$1,104	\$950	\$950	0%	\$0
OFFICE EQUIPMENT	\$2,198	\$475	\$1,000	110.5%	\$525
TRAVEL- MILEAGE	\$269	\$950	\$950	0%	\$0
TRAVEL EXP - EDUCATION/TRAIN	\$908	\$3,325	\$4,000	20.3%	\$675

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
EDUCATION-TUITION/REGISTRAT	\$1,035	\$2,375	\$2,375	0%	\$0
DUES & MEMBERSHIPS	\$975	\$926	\$975	5.3%	\$49
LEASE/RENT EQUIPMENT	\$2,954	\$2,755	\$3,000	8.9%	\$245
LEASE- POSTAGE METER	\$84	\$95	\$0	-100%	-\$95
<b>Total Operating Expenses:</b>	<b>\$61,689</b>	<b>\$97,968</b>	<b>\$107,840</b>	<b>10.1%</b>	<b>\$9,872</b>
<b>Total Treasurer:</b>	<b>\$456,023</b>	<b>\$552,838</b>	<b>\$585,754</b>	<b>6%</b>	<b>\$32,916</b>
<b>Total General Government:</b>	<b>\$456,023</b>	<b>\$552,838</b>	<b>\$585,754</b>	<b>6%</b>	<b>\$32,916</b>
<b>Total Expenditures:</b>	<b>\$456,023</b>	<b>\$552,838</b>	<b>\$585,754</b>	<b>6%</b>	<b>\$32,916</b>

## Aligning with County Strategic Goals

*The policies and practices of the Treasurer's Office demonstrate excellence in customer service and financial management. This includes establishing and maintaining effective and efficient internal controls and following best practices for customer service and financial management.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Continue to achieve office accreditation from the Treasurer's Association of Virginia
- As time permits, consider new applications and services to increase office efficiency and provide more services to our citizens.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Treasurer and Deputies work toward re-certification	100%	100%	100%
Have new Deputies work toward Treasurer certifications	100%	100%	100%
Maintain tax collection target average for PP 90% and RE 95%	100%	90%	95%

## Agency Highlights

- Achieved Office Accreditation from the Treasurer Association of Virginia
- Automated the certification and the delete process for the Set-Off Debt Program. These processes were being done manually and consumed a lot of staff time.
- The PP and RE bills have been revamped to include that account number as well as display the tax rate for each item on the bill separately.
- We had a new employee hired in October 2020, and we had them trained on processing straight forward payments for the December 5 tax collection cycle. This was a real challenge in the middle of the COVID-19 crisis.
- We streamlined the Payment Plan process by allowing the majority of the information to be collected over the phone. This has decreased the time it takes to get a pay plan and the majority of the plans no longer require an in-person appointment.
- We have begun to rotate duties with the three newest employees. This is to ensure we have adequate cross-training in the office.

## Future Outlook

Over the next few years, the Treasurer seeks to implement enhanced office automation that will continue to reduce the payment processing times. Further, use of technology as it emerges will reduce the time currently spent in locating delinquent taxpayers and securing payment of taxes owed.

With the COVID 19 crisis we are unsure at this time what the tax collection rates are going to look like this next fiscal year. This could impact our office greatly if we have to devote more time to delinquent collections.

# TRANSFERS FROM GENERAL FUND

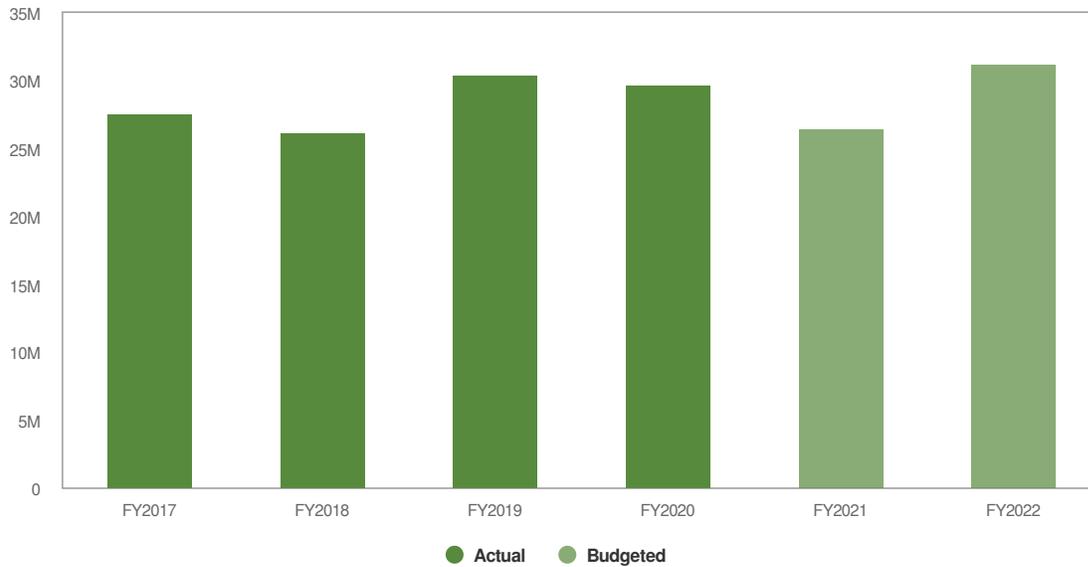
Barbara Horlacher  
Deputy County Administrator

These are the budgets for the County's general fund transfers to support other funds.

## Expenditures Summary

**\$31,216,337** **\$4,666,519**  
(17.58% vs. prior year)

### TRANSFERS FROM GENERAL FUND Proposed and Historical Budget vs. Actual



## Explanation of Changes

The decrease in Social Services is due to increased federal funding. CIP increases and decreases are cyclical due to the timing of projects. The school's transfer for operating costs is inline with the County's goal of investing in Education increasing 5% over FY2021.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expense Objects</b>					
<b>Transfers And Other</b>					
<b>Transfers and Contingencies</b>					
GF XFER TO SS	\$669,871	\$757,586	\$745,337	-1.6%	-\$12,249
GF XFER TO CIP	\$5,079,822	\$1,685,000	\$3,826,000	127.1%	\$2,141,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
GF XFER TO SCHOOL CIP	\$950,000	\$634,818	\$1,245,000	96.1%	\$610,182
GF XFER TO OCS	\$645,207	\$900,000	\$900,000	0%	\$0
GF XFER TO SCH OPER	\$22,127,942	\$23,330,000	\$24,500,000	5%	\$1,170,000
GF XFER TO TXBK	\$203,604	\$0	\$0	0%	\$0
<b>Total Transfers and Contingencies:</b>	<b>\$29,676,446</b>	<b>\$27,307,404</b>	<b>\$31,216,337</b>	<b>14.3%</b>	<b>\$3,908,933</b>
<b>Total Transfers And Other:</b>	<b>\$29,676,446</b>	<b>\$27,307,404</b>	<b>\$31,216,337</b>	<b>14.3%</b>	<b>\$3,908,933</b>
<b>Total Expense Objects:</b>	<b>\$29,676,446</b>	<b>\$27,307,404</b>	<b>\$31,216,337</b>	<b>14.3%</b>	<b>\$3,908,933</b>

# TAX RELIEF FOR THE ELDERLY

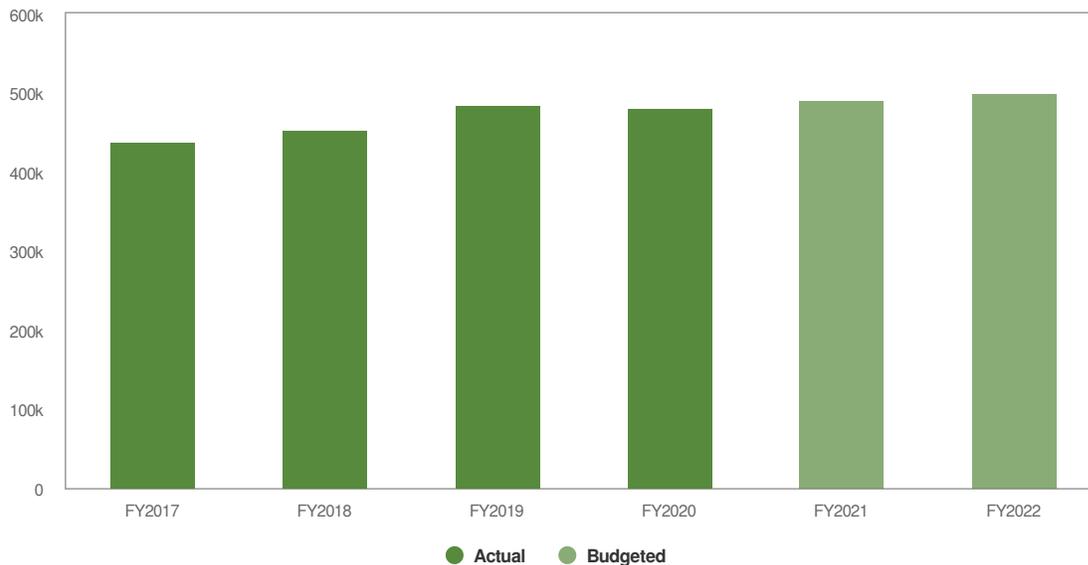
Barbara Horlacher  
Deputy County Administrator

The tax relief programs for the Elderly and Disabled, and for Disabled Veterans, are administered by the Commissioner of Revenue's office according to established eligibility guidelines.

## Expenditures Summary

**\$500,000** **\$10,000**  
(2.04% vs. prior year)

TAX RELIEF FOR THE ELDERLY Proposed and Historical Budget vs. Actual



## Explanation of Changes

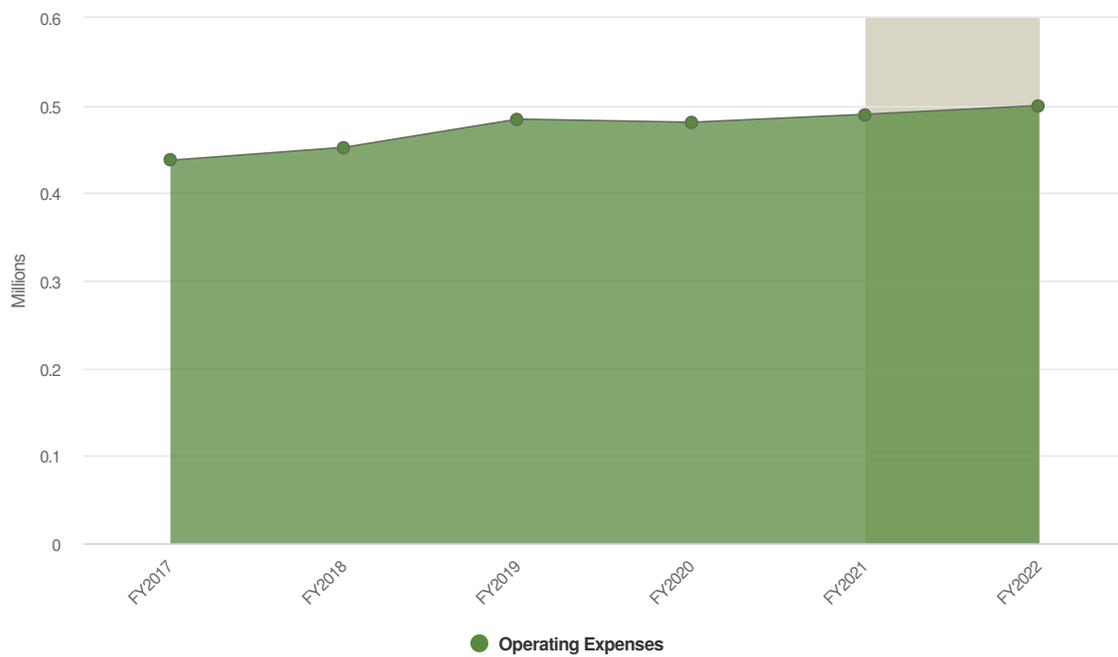
The FY2022 budget includes an increase in anticipation of higher funding requirements.

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
Health and Human Services					
Tax Relief For The Elderly					
Operating Expenses					
CONTRIBUTIONS	\$480,924	\$490,000	\$500,000	2%	\$10,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Total Operating Expenses:	\$480,924	\$490,000	\$500,000	2%	\$10,000
Total Tax Relief For The Elderly:	\$480,924	\$490,000	\$500,000	2%	\$10,000
Total Health and Human Services:	\$480,924	\$490,000	\$500,000	2%	\$10,000
<b>Total Expenditures:</b>	<b>\$480,924</b>	<b>\$490,000</b>	<b>\$500,000</b>	<b>2%</b>	<b>\$10,000</b>

### Budgeted and Historical Expenditures by Expense Type



Grey background indicates budgeted figures.

# UTILITIES ALL FUNDS

**Matt Longshore**  
*Director Public Utilities*

The Department of Public Utilities (DPU) is generally responsible for the procurement, installation, operation, and maintenance of the County's water and wastewater infrastructure, billing customers, responding to Miss Utility locate tickets, reviewing and approving construction plans, providing construction inspections, and providing construction administration. DPU currently operates and maintains seven sanitary sewer pump stations, two water booster pump stations, three water storage tanks, and over one-hundred fifty miles of piping. DPU has over 1,800 residential and commercial customers in the 'East End' and in the 'Courthouse' systems combined. Currently, DPU has on staff two Professional Engineers (PE's) and five licensed Waterworks Operators.

The DPU has three primary funds, with the Board of Supervisors adopting a budget for each fund in April that considers the needs of the water and sewer systems, potential changes in water and sewer user fees and connection fees, and the ad valorem tax rate which applies to properties in the Tuckahoe Creek Service District (TCSD).

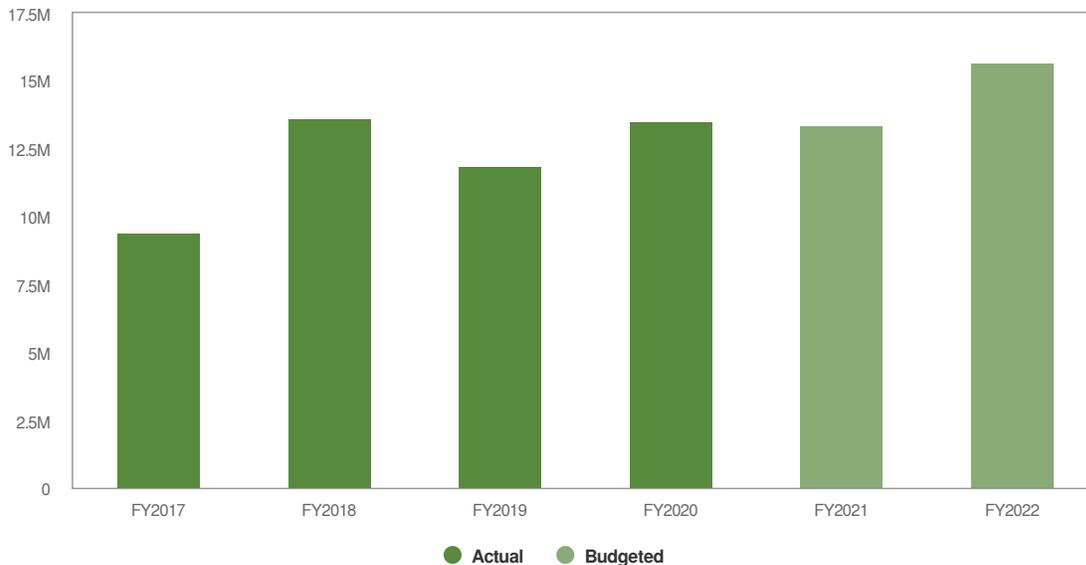
The funds summarized in the following pages include:

- Countywide Utility Operating Fund (400)
- Tuckahoe Creek Service District Debt Fund (420)
- Countywide Utility Capital Fund (410)

## Revenues Summary

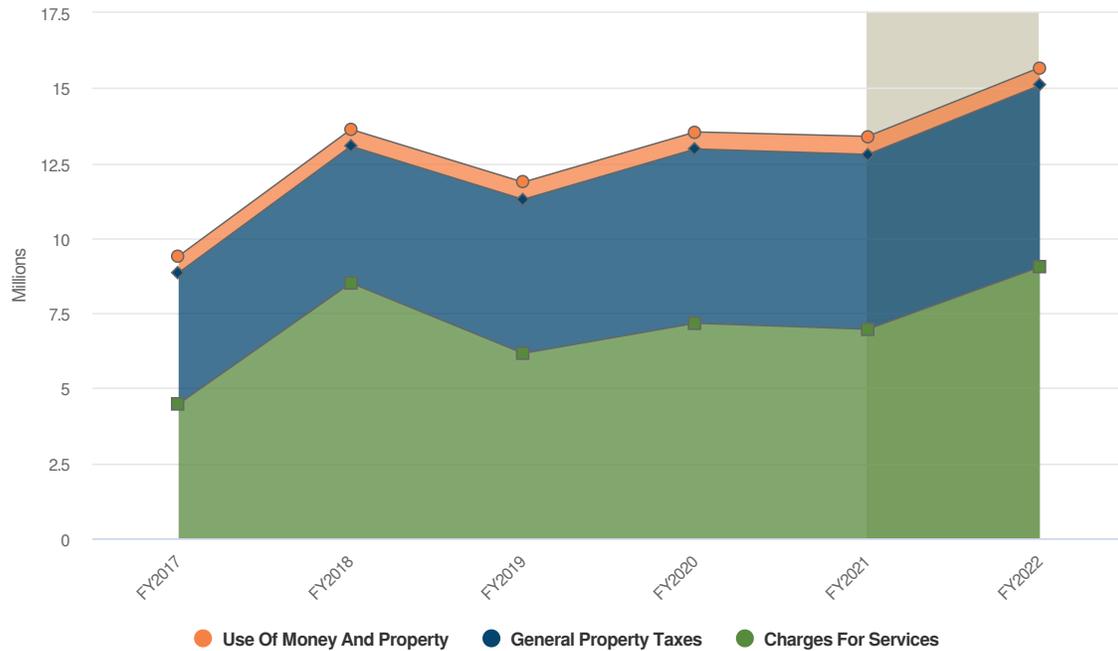
**\$15,682,679** **\$2,293,247**  
(17.13% vs. prior year)

UTILITIES ALL FUNDS Proposed and Historical Budget vs. Actual



# Revenues by Source

## Budgeted and Historical 2022 Revenues by Source



Grey background indicates budgeted figures.

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Revenue Source					
General Property Taxes	\$5,805,125	\$5,824,543	\$6,050,000	3.9%	\$225,457
<b>Total General Property Taxes:</b>	<b>\$5,805,125</b>	<b>\$5,824,543</b>	<b>\$6,050,000</b>	<b>3.9%</b>	<b>\$225,457</b>
Use Of Money And Property	\$568,062	\$601,502	\$591,502	-1.7%	-\$10,000
<b>Total Use Of Money And Property:</b>	<b>\$568,062</b>	<b>\$601,502</b>	<b>\$591,502</b>	<b>-1.7%</b>	<b>-\$10,000</b>
Charges For Services	\$7,163,580	\$6,963,387	\$9,041,177	29.8%	\$2,077,790
<b>Total Charges For Services:</b>	<b>\$7,163,580</b>	<b>\$6,963,387</b>	<b>\$9,041,177</b>	<b>29.8%</b>	<b>\$2,077,790</b>
<b>Total Revenue Source:</b>	<b>\$13,536,766</b>	<b>\$13,389,432</b>	<b>\$15,682,679</b>	<b>17.1%</b>	<b>\$2,293,247</b>

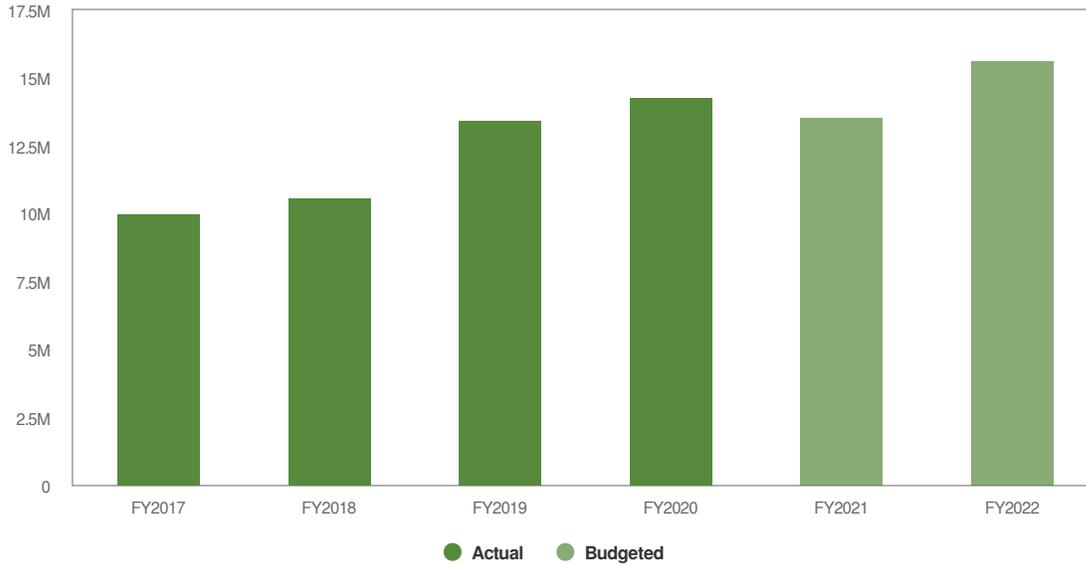
## Revenue by Fund

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Public Utilities</b>					
<b>Utilities Operating</b>					
<b>Use Of Money And Property</b>					
RENTS	\$56,378	\$91,502	\$91,502	0%	\$0
<b>Total Use Of Money And Property:</b>	<b>\$56,378</b>	<b>\$91,502</b>	<b>\$91,502</b>	<b>0%</b>	<b>\$0</b>
<b>Charges For Services</b>					
WATER FEES	\$2,659,626	\$2,794,508	\$3,000,924	7.4%	\$206,416
SEWER FEES	\$1,864,937	\$2,189,306	\$2,375,319	8.5%	\$186,013
HENRICO COST-SHARING SEWER	\$1,502,000	\$1,365,573	\$1,537,500	12.6%	\$171,927
UTILITY PENALTY/INTEREST	\$10,683	\$0	\$0	0%	\$0
<b>Total Charges For Services:</b>	<b>\$6,037,246</b>	<b>\$6,349,387</b>	<b>\$6,913,743</b>	<b>8.9%</b>	<b>\$564,356</b>
<b>Total Utilities Operating:</b>	<b>\$6,093,625</b>	<b>\$6,440,889</b>	<b>\$7,005,245</b>	<b>8.8%</b>	<b>\$564,356</b>
<b>Utilities CIP</b>					
<b>Charges For Services</b>					
WATER CONNECTION FEES	\$563,478	\$307,000	\$1,063,717	246.5%	\$756,717
SEWER CONNECTION FEES	\$562,856	\$307,000	\$1,063,717	246.5%	\$756,717
<b>Total Charges For Services:</b>	<b>\$1,126,334</b>	<b>\$614,000</b>	<b>\$2,127,434</b>	<b>246.5%</b>	<b>\$1,513,434</b>
<b>Total Utilities CIP:</b>	<b>\$1,126,334</b>	<b>\$614,000</b>	<b>\$2,127,434</b>	<b>246.5%</b>	<b>\$1,513,434</b>
<b>Tuckahoe Creek Serv District</b>					
<b>General Property Taxes</b>					
REAL ESTATE CURRENT	\$3,858,740	\$3,897,890	\$4,000,000	2.6%	\$102,110
REAL ESTATE DELINQUENT	\$53,163	\$0	\$50,000	N/A	\$50,000
TCSO 55% REV SHARING	\$1,876,558	\$1,926,653	\$2,000,000	3.8%	\$73,347
PENALTIES	\$9,250	\$0	\$0	0%	\$0
INTEREST ON TAXES	\$7,414	\$0	\$0	0%	\$0
<b>Total General Property Taxes:</b>	<b>\$5,805,125</b>	<b>\$5,824,543</b>	<b>\$6,050,000</b>	<b>3.9%</b>	<b>\$225,457</b>
<b>Use Of Money And Property</b>					
INTEREST ON BANK DEPOSITS	\$511,683	\$510,000	\$500,000	-2%	-\$10,000
<b>Total Use Of Money And Property:</b>	<b>\$511,683</b>	<b>\$510,000</b>	<b>\$500,000</b>	<b>-2%</b>	<b>-\$10,000</b>
<b>Total Tuckahoe Creek Serv District:</b>	<b>\$6,316,808</b>	<b>\$6,334,543</b>	<b>\$6,550,000</b>	<b>3.4%</b>	<b>\$215,457</b>
<b>Total Public Utilities:</b>	<b>\$13,536,766</b>	<b>\$13,389,432</b>	<b>\$15,682,679</b>	<b>17.1%</b>	<b>\$2,293,247</b>

## Expenditures Summary

**\$15,682,679**    **\$2,095,804**  
 (15.43% vs. prior year)

### UTILITIES ALL FUNDS Proposed and Historical Budget vs. Actual



Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Adopted
Full-time positions	11.3	11.3	11.3	11.3
Part-time positions	0	0	0	0

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$851,344	\$965,958	\$995,277	3%	\$29,319
Operating Expenses	\$6,221,105	\$5,519,040	\$6,902,040	25.1%	\$1,383,000
Debt Service	\$6,364,087	\$6,517,886	\$6,550,000	0.5%	\$32,114
Transfers And Other	\$877,438	\$583,991	\$1,235,362	111.5%	\$651,371
<b>Total Expense Objects:</b>	<b>\$14,313,974</b>	<b>\$13,586,875</b>	<b>\$15,682,679</b>	<b>15.4%</b>	<b>\$2,095,804</b>

## Explanation of Changes

The increase in personnel costs is due to the normal benefits and salary increases. The capacity upgrade to the Courthouse Wastewater Treatment Plant accounts for \$1.1 million of the operating expense increase. The remaining increase is primarily due to the increase in professional services for construction inspections, water and sewer purchases to match usage projections, and increasing the transfer to the R&R fund. Minor across the board operational increases and decreases were made to match spending trends.

## Expenditures by Fund

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Public Utilities</b>					
<b>Utilities Operating</b>					
<b>Salaries and Benefits</b>					
SALARIES	\$650,357	\$706,866	\$731,003	3.4%	\$24,137
OVERTIME	\$0	\$3,000	\$3,060	2%	\$60
SALARIES - PART TIME	\$5,144	\$0	\$0	0%	\$0
ON CALL PAY	\$0	\$14,000	\$14,280	2%	\$280
FICA BENEFITS	\$42,596	\$49,726	\$50,721	2%	\$995
VRS BENEFITS PLAN 1&2 EMPLS	\$51,222	\$62,605	\$63,857	2%	\$1,252
HOSPITAL/MEDICAL (HMP) BENEFIT	\$90,543	\$104,772	\$106,867	2%	\$2,095
GROUP LIFE INSURANCE	\$7,487	\$8,482	\$8,652	2%	\$170
WORKER'S COMPENSATION	\$15,000	\$16,507	\$16,837	2%	\$330
PENSION EXPENSE	-\$5,979	\$0	\$0	0%	\$0
OPEB EXPENSE	-\$5,027	\$0	\$0	0%	\$0
<b>Total Salaries and Benefits:</b>	<b>\$851,344</b>	<b>\$965,958</b>	<b>\$995,277</b>	<b>3%</b>	<b>\$29,319</b>
<b>Operating Expenses</b>					
PURCHASED SVCS - UNIFORM	\$3,349	\$4,000	\$4,000	0%	\$0
PROFESSIONAL SVC	\$175,380	\$120,000	\$175,000	45.8%	\$55,000
REPAIRS & MAINT	\$103,822	\$145,000	\$120,000	-17.2%	-\$25,000
CONTRACTED SERVICES	\$119,694	\$200,000	\$175,000	-12.5%	-\$25,000
PRINTING AND BINDING	\$3,668	\$5,000	\$7,000	40%	\$2,000
ADVERTISING	\$625	\$400	\$400	0%	\$0
SOFTWARE MAINT. CONTRACTS	\$40,986	\$39,000	\$45,000	15.4%	\$6,000
ELECTRICAL SERVICES	\$40,760	\$50,000	\$50,000	0%	\$0
POSTAGE	\$6,097	\$7,000	\$7,000	0%	\$0
TELECOMMUNICATIONS	\$5,939	\$9,600	\$9,600	0%	\$0
WIRELESS/CELLULAR	\$15,042	\$14,000	\$15,000	7.1%	\$1,000
SOFTWARE/LICENSES	\$6,031	\$7,000	\$10,000	42.9%	\$3,000
PURCHASED WATER/BEVERAGES	\$207	\$0	\$0	0%	\$0
OFFICE SUPPLIES	\$4,495	\$4,500	\$4,500	0%	\$0
VEHICLE/POWER EQUIP SUPPLIES	\$11,826	\$10,000	\$15,000	50%	\$5,000
BOOKS & SUBSCRIPTIONS	\$181	\$300	\$300	0%	\$0
PURCHASE OF WATER-NON CTY	\$1,187,486	\$1,360,000	\$1,470,000	8.1%	\$110,000
PURCHASE OF SEWER-NON CTY	\$199,054	\$240,000	\$240,000	0%	\$0
PURCHASE WATER-CORRECT	\$47,137	\$45,000	\$55,000	22.2%	\$10,000
PUCHASE SEWER	\$27,691	\$35,000	\$40,000	14.3%	\$5,000

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
PURCHASE SEWER-RICHMOND	\$153,131	\$250,000	\$280,000	12%	\$30,000
COMPUTER EQUIP -NON CAPITAL	\$3,096	\$4,000	\$4,000	0%	\$0
COMPUTER EQUIP -NON CAPITAL	\$1,695	\$0	\$0	0%	\$0
FURN & FIXTURES-NON CAPITAL	\$1,676	\$3,000	\$3,000	0%	\$0
EQUIPMENT- MACHINERY POWER	\$118,286	\$160,000	\$140,000	-12.5%	-\$20,000
TRAVEL EXP - EDUCATION/TRAIN	\$1,157	\$4,000	\$4,000	0%	\$0
EDUCATION-TUITION/REGISTRAT	\$2,301	\$5,000	\$5,000	0%	\$0
DUES & MEMBERSHIPS	\$1,591	\$2,000	\$2,000	0%	\$0
WATERWORKS OPERATION FEE	\$6,436	\$7,500	\$7,500	0%	\$0
REPAIR_MAINT	\$60,042	\$75,000	\$75,000	0%	\$0
REPAIR_MAINT_SUPP	\$141	\$0	\$0	0%	\$0
FUEL	\$12,402	\$16,500	\$16,500	0%	\$0
MOTOR VEHICLES & EQUIPMENT	\$28,577	\$32,000	\$32,000	0%	\$0
DEPRECIATION	\$400,953	\$0	\$0	0%	\$0
AMORTIZATION	\$614,909	\$0	\$0	0%	\$0
LEASE/RENT EQUIPMENT	\$15,961	\$7,000	\$30,000	328.6%	\$23,000
LEASE/RENT BUILDINGS OR PROP	\$7,025	\$7,200	\$7,200	0%	\$0
PROFESSIONAL SVC	\$0	\$10,000	\$0	-100%	-\$10,000
REPAIRS & MAINT	\$77,362	\$40,000	\$50,000	25%	\$10,000
CONTRACTED SERVICES	\$28,072	\$75,000	\$75,000	0%	\$0
ELECTRICAL SERVICES	\$114,782	\$150,000	\$150,000	0%	\$0
TELECOMMUNICATIONS	\$8,380	\$8,640	\$8,640	0%	\$0
TELECOM-AGENCY BILLING	\$0	\$16,000	\$0	-100%	-\$16,000
WIRELESS/CELLULAR	\$1,687	\$2,000	\$2,000	0%	\$0
BIOXIDE	\$1,658,422	\$1,700,000	\$1,800,000	5.9%	\$100,000
COMPUTER EQUIP -NON CAPITAL	\$0	\$2,000	\$2,000	0%	\$0
EQUIPMENT- MACHINERY POWER	\$0	\$3,000	\$3,000	0%	\$0
REPAIR_MAINT	\$8,931	\$25,000	\$25,000	0%	\$0
FUEL	\$508	\$4,400	\$4,400	0%	\$0
<b>Total Operating Expenses:</b>	<b>\$5,326,990</b>	<b>\$4,905,040</b>	<b>\$5,169,040</b>	<b>5.4%</b>	<b>\$264,000</b>
<b>Transfers And Other</b>					
FUND TRANS BETWEEN FUNDS	\$530,000	\$583,991	\$840,928	44%	\$256,937
<b>Total Transfers And Other:</b>	<b>\$530,000</b>	<b>\$583,991</b>	<b>\$840,928</b>	<b>44%</b>	<b>\$256,937</b>

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Budgeted (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Total Utilities Operating:</b>	<b>\$6,708,333</b>	<b>\$6,454,989</b>	<b>\$7,005,245</b>	<b>8.5%</b>	<b>\$550,256</b>
<b>Utilities CIP</b>					
<b>Operating Expenses</b>					
CONSTRUCTION	\$0	\$0	\$1,518,000	N/A	\$1,518,000
CONSTRUCTION	\$19,289	\$0		N/A	\$0
DESIGN ENGINEERING	\$4,766	\$0		N/A	\$0
CONTRACTED SERVICES	\$31,717	\$0		N/A	\$0
CONSTRUCTION	\$412,613	\$0		N/A	\$0
DESIGN ENGINEERING	\$131,385	\$0		N/A	\$0
CONSTRUCTION	\$244,507	\$307,000		-100%	-\$307,000
DESIGN ENGINEERING	\$37,016	\$307,000		-100%	-\$307,000
DESIGN ENGINEERING	\$12,822	\$0		N/A	\$0
DESIGN ENGINEERING			\$110,000	N/A	\$110,000
DESIGN ENGINEERING			\$105,000	N/A	\$105,000
<b>Total Operating Expenses:</b>	<b>\$894,115</b>	<b>\$614,000</b>	<b>\$1,733,000</b>	<b>182.2%</b>	<b>\$1,119,000</b>
<b>Transfers And Other</b>					
REDEMPTION OF PRINCIPAL	\$250,000	\$0	\$275,000	N/A	\$275,000
INTEREST	\$97,438	\$0	\$119,434	N/A	\$119,434
<b>Total Transfers And Other:</b>	<b>\$347,438</b>	<b>\$0</b>	<b>\$394,434</b>	<b>N/A</b>	<b>\$394,434</b>
<b>Total Utilities CIP:</b>	<b>\$1,241,554</b>	<b>\$614,000</b>	<b>\$2,127,434</b>	<b>246.5%</b>	<b>\$1,513,434</b>
<b>Tuckahoe Creek Serv District</b>					
<b>Debt Service</b>					
REDEMPTION OF PRINCIPAL	\$2,497,131	\$2,398,020	\$2,311,928	-3.6%	-\$86,092
CONTRIBUTION TO FUND BALANCE	\$0	\$0	\$276,498	N/A	\$276,498
INTEREST	\$3,782,410	\$3,539,866	\$3,754,573	6.1%	\$214,707
TRUSTEE FEES ADMIN COST DEBT	\$84,546	\$80,000	\$89,367	11.7%	\$9,367
FUND TRANS BETWEEN FUNDS	\$0	\$500,000	\$117,634	-76.5%	-\$382,366
<b>Total Debt Service:</b>	<b>\$6,364,087</b>	<b>\$6,517,886</b>	<b>\$6,550,000</b>	<b>0.5%</b>	<b>\$32,114</b>
<b>Total Tuckahoe Creek Serv District:</b>	<b>\$6,364,087</b>	<b>\$6,517,886</b>	<b>\$6,550,000</b>	<b>0.5%</b>	<b>\$32,114</b>
<b>Total Public Utilities:</b>	<b>\$14,313,974</b>	<b>\$13,586,875</b>	<b>\$15,682,679</b>	<b>15.4%</b>	<b>\$2,095,804</b>

## Aligning with County Strategic Goals

- *Provide the highest quality of service to our customers*
- *Coordinate and manage all pending residential and commercial utility construction projects*
- *Provide and support relevant developmental training to all in-house employees*
- *Leverage technology to provide staff with the electronic tools necessary to achieve operational excellence*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health.
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

### Primary Functions

- To Provide the Highest Quality Water and Wastewater Services to our Customers
- Operate and Maintain all Public Utility Assets (150 miles of pipe, 8 sewer pump stations, 2 water pump stations, and 3 water tanks)
- To Be Transparent with all Department Actions

### Agency Goals

- Set the Industry Standard for Safety, Technology, and Industry Knowledge
- Address all Emergencies in an Expedient and Professional Manner
- Provide exceptional customer service to all stakeholders of our public water & sewer systems

## Agency Performance Measures

NAME OF MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Inspection reports - 48 hour response	100%	100%	100%	100%
Shop drawing review - 2 weeks	100%	100%	100%	100%
Operations & maintenance emergencies - 24 hour response	100%	100%	100%	100%

### Agency Highlights

- Completed a 1,600' water main extension project along Patterson Avenue to provide emergency water service to multiple businesses.
- Completed the first 5-year update of the Utility Master Plan.
- Installed a tank mixer and completed painting of the Courthouse water tank.
- Updated the 2018 utility Rate Study to account for intense customer base growth.
- Reviewed 25 utility plan sets, covering almost 50,000 LF of water and sewer lines for residential and commercial development projects.
- Installed 162 meters for new public utility customers and replaced 139 meters for existing customers.
- Responded to over 4,200 VA811 utility locate tickets (±16 tickets/day)
- Renewal & Replacement fund contributions total \$1,130,000

### Future Outlook

- Continue to monitor the system for water pressures and quality.
- Review all proposed developmental plans to ensure design and technical compliance with all federal, state, and county standards.
- Maintain responsiveness towards all stakeholders of current and future utility construction projects.

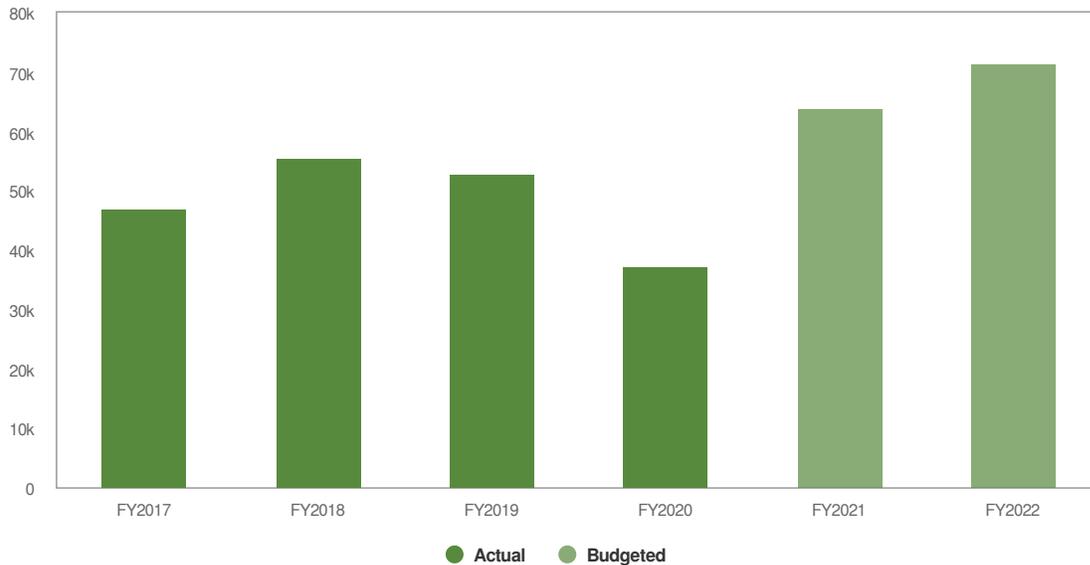
# VPI EXTENSION PROGRAM

The Goochland County office of the Virginia Cooperative Extension is the local connection to Virginia's land-grant universities, Virginia Tech and Virginia State University. Through educational programs based on research and developed with input from local stakeholders, staff help the citizens of Goochland County improve their lives through programs in Agriculture and Natural Resources, Family and Consumer Sciences, 4-H Youth Development, and Community Viability.

## Expenditures Summary

**\$71,493** **\$7,540**  
 (11.79% vs. prior year)

VPI EXTENSION PROGRAM Proposed and Historical Budget vs. Actual

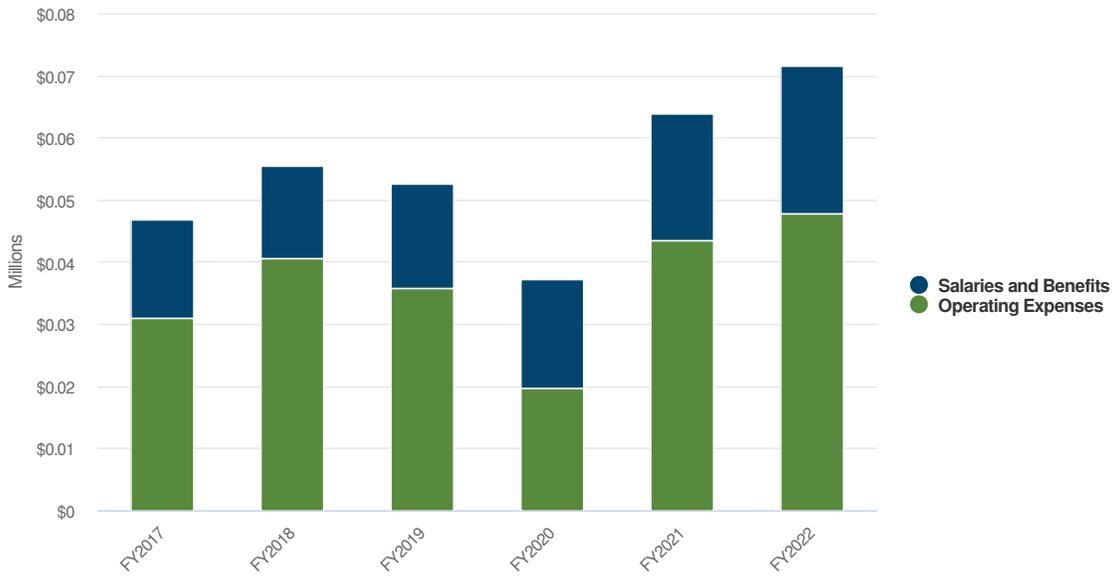


Staffing	FY 2020 Actual	FY 2021 Adopted	FY2022 Requested	FY2022 Proposed
Full-time positions	0	0	0	0
Part-time positions	1	1	1	1

## Explanation of Changes

The increase personnel costs is due to the normal salary and benefits increases. Operating expenses have increased primarily due to to soil & water conservation.

## Budgeted and Historical Expenditures by Expense Type



Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
Expense Objects					
Salaries and Benefits	\$17,466	\$20,377	\$23,683	16.2%	\$3,306
Operating Expenses	\$19,670	\$43,576	\$47,810	9.7%	\$4,234
<b>Total Expense Objects:</b>	<b>\$37,136</b>	<b>\$63,953</b>	<b>\$71,493</b>	<b>11.8%</b>	<b>\$7,540</b>

## Expenditures Detail

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
<b>Expenditures</b>					
Community Development					
Extension Program					
Salaries and Benefits					
SALARIES - PART TIME	\$16,225	\$19,000	\$22,000	15.8%	\$3,000
FICA BENEFITS	\$1,241	\$1,377	\$1,683	22.2%	\$306
<b>Total Salaries and Benefits:</b>	<b>\$17,466</b>	<b>\$20,377</b>	<b>\$23,683</b>	<b>16.2%</b>	<b>\$3,306</b>
Operating Expenses					
REPAIRS & MAINT	\$564	\$1,050	\$1,050	0%	\$0
INVESTIGATION SERVICES	\$400	\$0	\$0	0%	\$0
TELECOMMUNICATIONS	\$729	\$1,045	\$1,500	43.5%	\$455
OFFICE SUPPLIES	\$853	\$1,900	\$1,050	-44.7%	-\$850

Name	FY2020 Actual	FY2021 Adopted Budget	FY2022 Adopted Budget	FY2021 Adopted Budget vs. FY2022 Adopted Budget (% Change)	FY2021 Adopted Budget vs. FY2022 Adopted Budget (\$ Change)
TRAVEL EXP - EDUCATION/TRAIN	\$55	\$0	\$400	N/A	\$400
CONTRIBUTIONS	\$16,895	\$38,108	\$42,400	11.3%	\$4,292
DUES & MEMBERSHIPS	\$100	\$285	\$110	-61.4%	-\$175
4-H CENTERS	\$0	\$475	\$500	5.3%	\$25
FUEL	\$74	\$713	\$800	12.2%	\$87
<b>Total Operating Expenses:</b>	<b>\$19,670</b>	<b>\$43,576</b>	<b>\$47,810</b>	<b>9.7%</b>	<b>\$4,234</b>
<b>Total Extension Program:</b>	<b>\$37,136</b>	<b>\$63,953</b>	<b>\$71,493</b>	<b>11.8%</b>	<b>\$7,540</b>
<b>Total Community Development:</b>	<b>\$37,136</b>	<b>\$63,953</b>	<b>\$71,493</b>	<b>11.8%</b>	<b>\$7,540</b>
<b>Total Expenditures:</b>	<b>\$37,136</b>	<b>\$63,953</b>	<b>\$71,493</b>	<b>11.8%</b>	<b>\$7,540</b>

## Aligning with County Strategic Goals

*Supports the County's goal of preserving it's rural character.*

### COUNTY STRATEGIC GOALS

1. Efficient, effective and transparent government; emphasis on customer service excellence.
2. Balanced development that contributes to the welfare of the community and preserves its rural character.
3. Excellence in Financial Management.
4. High quality core services including Education, Public Safety, and Community Health
5. Positive work environment with a highly qualified, diverse workforce.

## Agency Goals & Objectives

- Continue to evaluate, develop, and implement services and programs that meet citizen demands while efficiently utilizing resources.
- Continue to work cooperatively and support Goochland County centric events such as Field Days of the Past.
- To work with the County to actively promote agricultural education/agritourism initiatives in Goochland County.

## Agency Performance Measures

Performance Measures	FY2020 Actual	FY2021 Target	FY2022 Target
Conduct field investigation of zoning complaints in 48 hours (in %)	100%	100%	100%

## Agency Highlights

The Goochland County branch of the Virginia Cooperative Extension served an estimated 45,000 individuals in FY 2018. Among those served, 4,300 were program participants, 800 walk in clientele, 1,000 in-school participants, and approximately 39,000 people impacted through Extension special event participation. With an active volunteer force, Goochland VCE volunteers recorded over 27,000 volunteer hours in the previous fiscal year.

## Future Outlook

The Virginia Cooperative Extension of Goochland County provides a vast array of programs and services to County residents. Demand for programming and services by the community as well as the school system have been increasing. Current resources are utilized to their fullest extent by Extension staff.

Current Extension staff, excluding the Unit Coordinator, 4-H Agent, are primarily working with adult oriented services and resources whereas the largest areas of growth are for ages 5-19. Additional part-time staff will be needed to assist with meeting the demands of this particular age group.

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# CAPITAL IMPROVEMENTS

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# GOOCHLAND COUNTY CAPITAL IMPROVEMENTS

**Goochland County's Capital Improvement Program** is a twenty-five-year plan for public improvements that is considered each year by the Board of Supervisor, where each April the first year of the Plan is appropriated and the subsequent years are approved for planning purposes. Projects submitted for consideration typically cost in excess of \$50,000, include major maintenance and vehicle replacement, and are of non-recurring nature. A narrative summary for every project is included in each year of that plan. The plan approved in April 2021 covers the period FY2022 through FY2046.

## INTRODUCTION

The Capital Improvement Program (CIP) serves as a guide for the efficient and effective provision of capital improvement funding for the County. The County prepares a twenty five year CIP and the plan is a dynamic document, revised annually, that proposes the acquisition, development, enhancement, or replacement of public facilities to serve the county citizenry. The CIP generally includes projects that do not recur annually and are in excess of \$50,000.

The CIP depicts the arrangement of selected projects in priority order and establishes cost estimates. Anticipated funding sources are included in the first five-years of the plan. The CIP reflects difficult decisions in the allocation of limited resources among competing service demands and provides an orderly, systematic plan to address the County's capital needs.

Development of the CIP occurs in conjunction with the County's budget process. Availability of funds is driven by the County's adherence to adopted financial and debt management policies further discussed in this document. Adherence to these policies helps to preserve the County's excellent financial standing and provide a framework for the County's fiscal management and planning.

***The benefits of a viable capital improvement program include the following:***

- Assists in implementing the County's Comprehensive and Area Plan;
- Establishes a system of annual examination and prioritization of County needs;
- Focuses attention on community goals and objectives;
- Allows for proper programming and project design;
- Allows for the identification of appropriate project financing and construction schedules;
- Helps provide a framework for the equitable distribution of public improvements throughout the County;
- Provides a basis for formulation of bond referenda, borrowing programs or other revenue producing measures;
- Facilitates capital expenditure and revenue estimates and helps to avoid emergency financing methods;
- Fosters a sound and stable financial program;
- Bridges the gap between day-to-day operations of County government and the County's long-range development goals

## PROCESS FOR PREPARING THE CAPITAL IMPROVEMENT PROGRAM

Preparation of the CIP is an interactive process that takes approximately four to five months. All County departments with capital needs submit project requests subject to specific guidelines. Projects submitted for review typically cost in excess of \$50,000 and are projects that do not recur annually, except in the case of maintenance and land acquisition. Staff compiles project requests, and the Review Committee discusses the requests by department. All projects are reviewed for consistency with the County's adopted Comprehensive Plan. Projects are prioritized by the Committee and the merits of each are discussed.

Upon completing a final analysis of projects and matching available funding with requests, staff prepares the County Administrator's Proposed CIP. The proposed plan is then presented to the Board of Supervisors. After work sessions and public hearings are conducted and changes and adjustments are made, the CIP is adopted in conjunction with the County's Budget. The first year of the CIP is the County's Capital Budget. Upon adoption of the CIP, funds are appropriated for those projects identified in the first year of the plan and remain appropriated until the project is complete, or until changes are directed by the Board.

## **THE CAPITAL IMPROVEMENT PROGRAM REVIEW COMMITTEE**

The review committee, assembled by the County Administrator, meets as needed to consider the projects submitted for review and to consider all issues related to Capital Improvement Programming. Members of the Review Committee are as follows:

Kenneth A. Young County Administrator	Steven N. Creasey Sheriff Goochland County Sheriff's Office
Barbara Horlacher Deputy County Administrator for Administrative Services	Eddie Ferguson Chief Goochland County Fire-Rescue
Jo Ann Hunter Deputy County Administrator For Community and Economic Development	Dr. Jeremy Raley Superintendent Goochland County Public Schools
Randy Buzzard Director of Information Systems	Paul E. Drumwright Community Affairs Manager

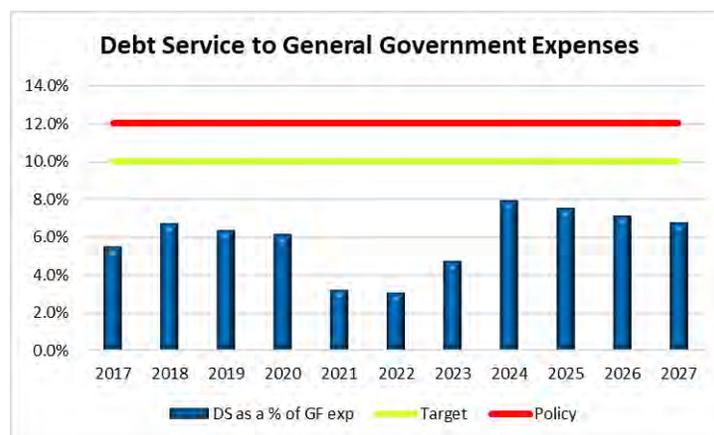
## **CAPITAL IMPROVEMENT BUDGET POLICIES**

1. The County will consider capital improvements in accordance with an adopted capital improvement program.
2. The County will develop a twenty-five-year plan for capital improvements to be reviewed and updated each year.
3. The County will enact an annual capital budget based on the twenty-five-year capital improvement plan. The first year of the plan will represent appropriation of revenues and expenditures; years 2-25 of the plan will be approved for planning purposes.
4. The County will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
5. The County will project its equipment replacement and maintenance needs as part of the capital improvement process. From this projection, a maintenance and replacement schedule will be developed.
6. The County will identify the estimated costs and potential funding sources for each capital project proposal.
7. The County will attempt to determine the least costly and most flexible financing method for all new projects.

## DEBT POLICIES

(From the Goochland Financial Management Policies)

1. The County will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances more than policy targets, and “pay-as-you-go” appropriations. Pay-as-you-go appropriations will be adopted as part of the operating budget.
2. When the County finances capital improvements or other projects by issuing bonds, or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. In the Commonwealth of Virginia, there is no statutory limitation on the amount of debt a County can issue. The County has set its own debt ratio guidelines as part of sound financial management practices. Debt ratios will be annually calculated and included in the review of financial trends. The County will comply with the following debt ratio guidelines:
  - a. Net debt as a percentage of taxable assessed value of real estate shall not exceed 2.5%. Net debt shall be defined to include bond issuance directly supported by the general fund. Projects such as the VRA obligation for the Tuckahoe Creek Service District which is supported by a dedicated stream of revenues (separate ad valorem tax and revenue sharing agreement) or other self-supporting obligations will not be included. To the extent that the County provides general fund support, the proportionate share of the debt that the County is supporting will be included in this ratio.
  - b. The ratio of debt service expenditures as a percent of total general fund expenditures (including transfers to other funds) shall have a target of 10%, with a ceiling of 12%. As discussed in section 3a, debt with either a dedicated stream of revenues or self-supporting debt will not be included in the calculation. To the extent that the County provides general fund support (outside of the dedicated revenue stream or revenue sharing agreement), the amount of that support will be included in this ratio.

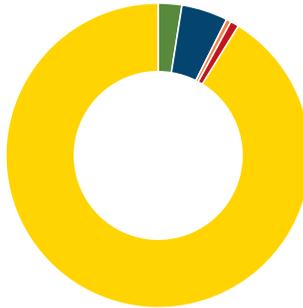


## FY2022 ADOPTED CAPITAL IMPROVEMENT PLAN

Total Capital Requested  
**\$46,766,819**

28 Capital Improvement Projects

### Total Funding Requested by Department



● Facilities Management (3%)	\$1,175,000.00
● Fire Rescue (5%)	\$2,295,000.00
● Information Systems (1%)	\$235,725.00
● Sheriff (1%)	\$425,000.00
● Schools (91%)	\$42,636,094.00
<b>TOTAL</b>	<b>\$46,766,819.00</b>

## Funding Sources

### FUNDING SOURCES FY2022

Revenues	FY22
Operating funds	800,000
Proffers	780,000
Debt	40,891,094
Grants/Donations	24,725
Reserves	4,271,000
Contingent on previous year's savings	0
<b>Total Revenues</b>	<b>46,766,819</b>

## Facilities Management Requests

Itemized Requests for 2022	
Facility & Grounds Maintenance	\$200,000
County Vehicle Replacement	\$125,000
Goochland Sports Complex	\$325,000
Library	\$350,000
Central High School	\$175,000
	<b>Total: \$1,175,000</b>

## Fire Rescue Requests

Itemized Requests for 2022	
Emergency response SUV replacement	\$150,000
Heavy Rescue Tools	\$100,000
Ambulance Replacement	\$320,000
Patient stretchers replacements	\$40,000
Fire-rescue turnout gear replacement	\$50,000
Fire engine replacement	\$735,000
Fire Suppression Equipment	\$150,000
Public Safety Training Center	\$750,000
	<b>Total: \$2,295,000</b>

## Information Systems Requests

Itemized Requests for 2022	
Recurring PC refreshes	\$70,000
Server refreshes	\$25,000
Network equipment replacement and upgrades	\$50,000
VOIP Cloud Phone Solution	\$40,000
Next Generation 911	\$24,725
GIS Aerial Imagery Update	\$26,000
<b>Total: \$235,725</b>	

## Sheriff Requests

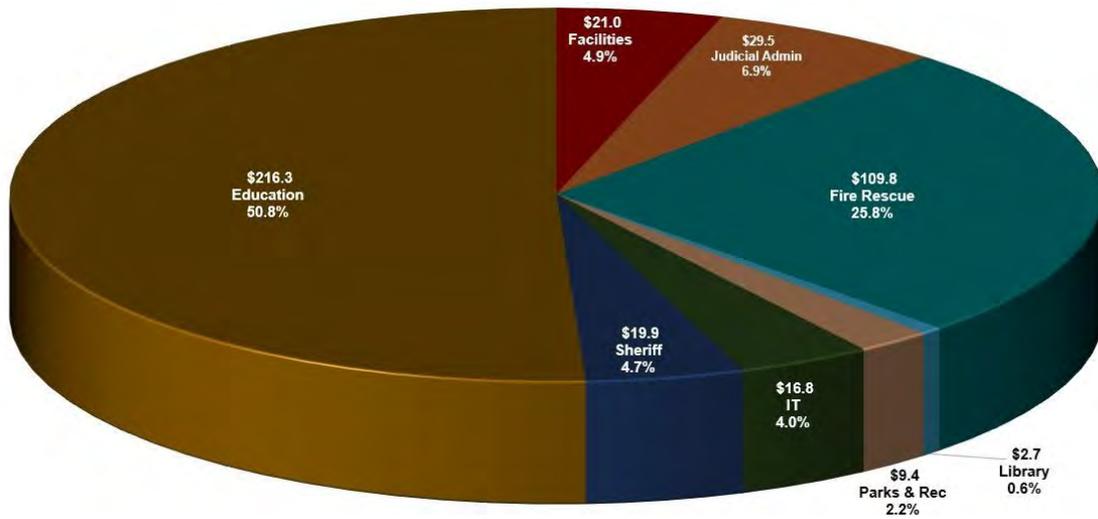
Itemized Requests for 2022	
Vehicle replacement	\$425,000
<b>Total: \$425,000</b>	

## Schools Requests

Itemized Requests for 2022	
Byrd Elementary School - abandon FY30	\$125,000
Goochland Elementary School - abandon FY25	\$25,000
New Goochland Elem & Early Childhood Center	\$37,049,774
Randolph Elementary - abandon FY2035	\$725,000
Goochland Middle School Upgrades	\$4,341,320
Gtech - abandon when CTE addition complete	\$25,000
Goochland High School - no renovations	\$240,000
Bus	\$105,000
<b>Total: \$42,636,094</b>	

# TWENTY-FIVE YEAR CAPITAL IMPROVEMENT PLAN

FY2022 ADOPTED - FY2023 to FY2046 APPROVED  
*\$425.4 million*



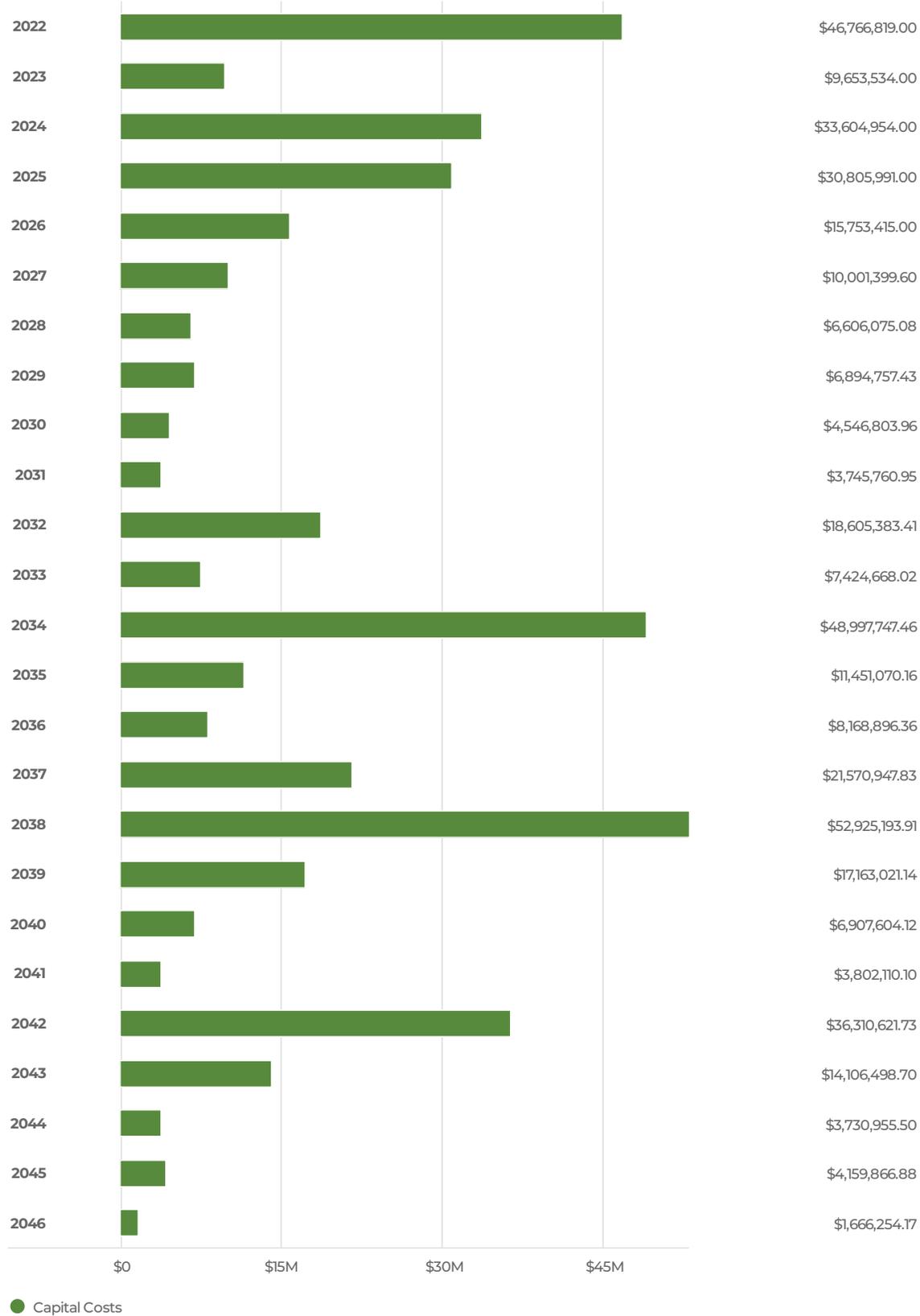
Total Capital Requested  
**\$425,370,350**

87 Capital Improvement Projects

**FUNDING SOURCES BY FISCAL YEAR - FIRST FIVE YEARS**

<b>Revenues</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Operating funds	800,000	850,000	900,000	900,000	900,000
Proffers	780,000				500,000
Debt	40,891,094	4,000,000	28,000,000	24,927,256	7,700,000
Grants/Donations	24,725		100,000		
Reserves	4,271,000	4,803,534			
Contingent on previous year's savings			4,604,954	4,978,735	6,653,415
<b>Total Revenues</b>	<b>46,766,819</b>	<b>9,653,534</b>	<b>33,604,954</b>	<b>30,805,991</b>	<b>15,753,415</b>

## Capital Costs Breakdown



## Facilities Management Requests

Itemized Requests for 2022-2047	
Facility & Grounds Maintenance	\$5,000,000
County Vehicle Replacement	\$3,150,000
County-wide fuel management system	\$200,000
Goochland Sports Complex	\$839,500
Library	\$545,000
East End Mini-Convenience Center	\$1,000,000
Central High School	\$2,045,000
Annex building	\$242,500
Clerks' Building	\$97,500
Public Safety Building	\$75,000
Jenkins	\$125,000
Sheriff's Administration	\$65,000
Nibb Welcome	\$100,000
River Road Building	\$97,500
Administration Building	\$1,154,000
General Services and Parks Relocation	\$250,000
Circuit Court	\$125,000
Human Services/School Admin Renovation	\$2,000,000
Administration Complex Renovations	\$500,000
Courthouse Complex Renovations	\$3,000,000
ECC/EOC	\$345,000
	Total: \$20,956,000

## Judicial Administration Requests

Itemized Requests for 2022-2047	
New Circuit Court Building	\$29,500,000
	Total: \$29,500,000

## Fire Rescue Requests

Itemized Requests for 2022-2047	
Emergency response SUV replacement	\$1,544,900
Heavy Rescue Tools	\$814,201
Ambulance Replacement	\$5,937,741
Patient stretchers replacements	\$40,000
Ladder Truck Replacement	\$10,028,891
Fire-rescue turnout gear replacement	\$2,386,344
Fire engine replacement	\$14,785,714
Cardiac Monitor and AED replacement/Respiratory Devices	\$1,550,000
Fire Suppression Equipment	\$1,950,000
Boats replacement	\$215,506
Tanker replacement	\$6,685,193
Brush truck replacement	\$552,563
Breathing air compressors replacement	\$280,158
Ballistic Protection for Fire-Rescue Responders	\$165,769
Tow and support vehicles replacement	\$331,538
Heavy rescue trucks-replacement	\$2,522,000
Children's Safety Trailer	\$100,000
Self Contained Breathing Apparatus (SCBA) Replacement	\$3,075,000
Public Safety Mobile Command Post (shared with GSO)	\$350,000
Public Safety Training Center	\$5,750,000
Emergency Services EOP plans	\$300,000
West Creek	\$8,200,000
District 2 Sandy Hook	\$9,000,000
Station No. 2	\$10,000,000
Matthews Road Area Fire station	\$7,752,000
Oilville Area	\$7,770,000
Rock Castle Fire station	\$7,750,000
<b>Total: \$109,837,518</b>	

## General Services Requests

### Itemized Requests for 2022-2047

Eastern Goochland Library	\$2,670,000
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Total: \$2,670,000

## Parks And Recreation Requests

### Itemized Requests for 2022-2047

East End Park	\$1,000,000
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East End Trails	\$1,400,000
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Elk Island Recreation Area	\$70,000
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Matthews Park	\$925,000
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Hidden Rock Park	\$125,000
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Tucker park	\$630,000
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Leakes Mill Park	\$650,000
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Eastern Community Park	\$525,000
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Oilville Cardwill District Park	\$850,000
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Courthouse Greenway	\$3,250,000
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Total: \$9,425,000

## Sheriff Requests

### Itemized Requests for 2022-2047

Vehicle replacement	\$12,485,000
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Replace weapon system	\$400,000
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Public safety radio system upgrade	\$6,000,000
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Mobile and portable radio upgrade and replacement	\$1,000,000
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Total: \$19,885,000

## Information Systems Requests

Itemized Requests for 2022-2047	
Recurring PC refreshes	\$1,750,000
Server refreshes	\$625,000
Network equipment replacement and upgrades	\$650,000
VOIP Cloud Phone Solution	\$40,000
Microsoft license upgrades	\$140,000
Next Generation 911	\$24,725
Azure Cloud Servers	\$2,640,000
Broadband	\$10,000,000
SAN Storage Replacement	\$525,000
GIS Aerial Imagery Update	\$411,000
	<b>Total: \$16,805,725</b>

## Schools Requests

Itemized Requests for 2022-2047	
Byrd Elementary School - abandon FY30	\$625,000
Byrd Elementary School New Facility	\$38,825,962
Goochland Elementary School - abandon FY25	\$75,000
New Goochland Elem & Early Childhood Center	\$39,149,774
Randolph Elementary - abandon FY2035	\$5,399,950
Randolph Elementary School New Facility	\$53,553,038
Goochland Middle School Upgrades	\$26,112,657
Gtech - abandon when CTE addition complete	\$150,000
Goochland High School - no renovations	\$20,877,989
Goochland High School Additions/Renovations	\$27,270,475
Bus Garage Upgrades	\$756,262
Bus	\$3,495,000
	<b>Total: \$216,291,107</b>

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# APPENDIX

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# GOOCHLAND FY2022 CIP 25 YR SCHEDULE

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**GOOCHLAND COUNTY 25 YEAR CIP**  
**FY2022 ADOPTED, FY2023 - FY2046 APPROVED**

<i>Department</i>	Previous Funding	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	FY42	FY43	FY44	FY45	FY46	TOTAL FY22 thru FY46	
<b>Facilities Management</b>																												
606	Facility & Grounds Maintenance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	5,000,000	
152	County Vehicle Replacement	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	130,000	130,000	130,000	130,000	130,000	3,150,000	
610	County-wide fuel management system			200,000																							200,000	
30	Goochland Sports Complex	325,000												236,500					278,000								839,500	
50	Library	350,000												195,000													545,000	
154	East End Mini-Convenience Center										1,000,000																1,000,000	
126	Central High School	175,000	350,000											565,000					750,000								2,045,000	
144	Annex building							145,000											97,500								242,500	
148	Clerks' Building													97,500													97,500	
158	Public Safety Building													75,000													75,000	
160	Jenkins													125,000													125,000	
162	Sheriff's Administration													65,000													65,000	
164	Nibb Welcome																		100,000								100,000	
288	River Road Building																		97,500								97,500	
542	General Services and Parks Relocation					250,000																					250,000	
112	Administration Building					657,000			65,000					182,000					250,000								1,154,000	
146	Circuit Court								125,000																		125,000	
604	Human Services/School Admin Renovation				2,000,000																						2,000,000	
530	Administration Complex Renovations						500,000																				500,000	
554	Courthouse Complex Renovations						3,000,000																				3,000,000	
150	ECC/EOC								150,000															195,000			345,000	
	<b>Total Facilities Management</b>	<b>1,175,000</b>	<b>675,000</b>	<b>525,000</b>	<b>2,325,000</b>	<b>1,232,000</b>	<b>3,825,000</b>	<b>325,000</b>	<b>1,015,000</b>	<b>325,000</b>	<b>1,325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>1,866,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>1,898,000</b>	<b>325,000</b>	<b>325,000</b>	<b>330,000</b>	<b>330,000</b>	<b>525,000</b>	<b>330,000</b>	<b>330,000</b>	<b>20,956,000</b>	
<b>Judicial Administration</b>																												
546	New Circuit Court Building	500,000	1,500,000	28,000,000																							29,500,000	
	<b>Total Judicial Administration</b>		<b>1,500,000</b>	<b>28,000,000</b>																							<b>29,500,000</b>	
<b>Fire Rescue</b>																												
222	Emergency response SUV replacement	150,000	78,750	82,688	86,822		91,163		95,721		100,507		105,533		110,809		116,350		122,167		128,276				134,689		141,424	1,544,900
228	Heavy Rescue Tools	100,000	105,000										110,250	115,763	121,551	127,628	134,010											814,201
230	Ambulance Replacement	320,000		336,000		352,800		370,440		388,962		408,410		428,831		450,272		472,786		496,425		521,246	422,130	547,309	422,130			5,937,741
246	Patient stretchers replacements	40,000																									40,000	
236	Ladder Truck Replacement		1,543,500										2,315,250						3,009,825								10,028,891	
244	Fire-rescue turnout gear replacement	50,000	52,500	55,125	57,881	60,775	63,814	67,004	70,355	73,872	77,566	81,444	85,517	89,792	94,282	98,996	103,946	109,143	114,600	120,330	126,347	132,664	139,297	146,262	153,575	161,254	2,386,344	
234	Fire engine replacement	735,000		771,750	810,338	850,855	893,398	938,068	984,971	1,034,220			1,085,931		1,140,227		1,197,238		1,085,930		1,085,930		1,085,930				1,085,930	14,785,714
238	Cardiac Monitor and AED replacement/Respiratory Devices			600,000					50,000		150,000			750,000													1,550,000	
248	Fire Suppression Equipment	150,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	1,950,000	
262	Boats replacement							50,000			52,500				55,125							57,881						215,506
232	Tanker replacement		420,000		441,000		463,050		486,203		510,513		536,038		562,840		590,982		620,531		651,558		684,136		718,343		6,685,193	
242	Brush truck replacement			100,000		105,000		110,250											115,763					121,551			552,563	
256	Breathing air compressors replacement					65,000				68,250										71,663				75,246			280,158	
680	Ballistic Protection for Fire-Rescue Responders			30,000						31,500					33,075					34,729					36,465		165,769	
260	Tow and support vehicles replacement			60,000				63,000					66,150							69,458				72,930			331,538	
240	Heavy rescue trucks-replacement						800,000		840,000				882,000														2,522,000	
224	Self Contained Breathing Apparatus (SCBA) Replacement								1,500,000											1,575,000							3,075,000	
	Children's Safety Trailer			100,000																							100,000	
	Public Safety Mobile Command Post (shared with GSO)						350,000																				350,000	
138	Public Safety Training Center	750,000														5,000,000											5,750,000	
	Emergency Services EOP plans				50,000				50,000				50,000				50,000			50,000						50,000	300,000	
130	West Creek	1,000,000				8,200,000																					8,200,000	
132	District 2 Sandy Hook	350,000										9,000,000															9,000,000	
134	Station No. 2													10,000,000													10,000,000	
136	Mathews Road Area Fire station															602,000	5,050,000	2,100,000									7,752,000	
140	Oilville Area																	640,000	4,980,000	2,150,000							7,770,000	
142	Rock Castle Fire station																					750,000	7,000,000				7,750,000	
	<b>Total Fire Rescue</b>	<b>2,295,000</b>	<b>2,274,750</b>	<b>2,180,563</b>	<b>1,551,041</b>	<b>9,709,430</b>	<b>2,736,425</b>	<b>1,673,762</b>	<b>4,152,249</b>	<b>1,671,804</b>	<b>966,086</b>	<b>9,564,854</b>	<b>5,311,668</b>	<b>11,459,385</b>	<b>2,192,909</b>	<b>6,353,896</b>	<b>7,317,526</b>	<b>3,396,929</b>	<b>11,698,816</b>	<b>3,017,604</b>	<b>2,117,110</b>	<b>1,536,792</b>	<b>12,701,499</b>	<b>1,038,298</b>	<b>2,682,867</b>	<b>236,254</b>	<b>109,837,518</b>	
<b>Library</b>																												
210	Eastern Goochland Library																										2,670,000	
	<b>Total Library</b>																										<b>2,670,000</b>	
<b>Parks &amp; Recreation</b>																												
108	East End Park									1,000,000																	1,000,000	
110	East End Trails																											

**GOOCHLAND COUNTY 25 YEAR CIP**  
**FY2022 ADOPTED, FY2023 - FY2046 APPROVED**

<i>Department</i>	Previous Funding	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	FY42	FY43	FY44	FY45	FY46	TOTAL FY22 thru FY46
<b>Sheriff</b>																											
104 Vehicle replacement		425,000	425,000	425,000	425,000	480,000	480,000	480,000	540,000	500,000	500,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	55,000	550,000	550,000	560,000	560,000	560,000	560,000	560,000	12,485,000
226 Replace weapon system							125,000										275,000										400,000
128 Public safety radio system upgrade																	6,000,000										6,000,000
Mobile and portable radio upgrade and replacement												1,000,000															1,000,000
VHF Radio System upgrade																											-
<b>Total Sheriff</b>		<b>425,000</b>	<b>425,000</b>	<b>425,000</b>	<b>425,000</b>	<b>480,000</b>	<b>605,000</b>	<b>480,000</b>	<b>540,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>6,825,000</b>	<b>550,000</b>	<b>55,000</b>	<b>550,000</b>	<b>550,000</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>560,000</b>	<b>19,885,000</b>
<b>Education</b>																											
892 Byrd Elementary School		125,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000																		625,000
312 Byrd Elementary School New Facility												3,785,529		32,250,425	100,000	125,000	125,000	125,000	125,000	150,000	150,000	1,890,008					38,825,962
Goochland Elementary School - abandon FY25																											75,000
314 New Goochland Elem & Early Childhood Center	1,700,000	37,049,774	25,000	25,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	39,149,774
316 Randolph Elementary		725,000	150,000	275,000	625,000	1,449,975	1,799,975					125,000	125,000	125,000													5,399,950
318 Randolph Elementary School New Facility														4,744,773				47,983,265	75,000	75,000	75,000	600,000					53,553,038
326 Goochland Middle School Upgrades		4,341,320	137,393	100,000	150,000	200,000	100,000	448,545	100,000	150,000	354,675	250,000	250,000	250,000	598,388	150,000	1,016,108					17,516,228					26,112,657
Goochland High School - no renovations		240,000	115,000	277,293	190,000	340,000	240,000	240,000	240,000	300,000	150,000	150,000	150,000	150,000	2,200,000	150,000	2,712,314					13,033,382					20,877,989
Gtech - abandon when CTE addition complete		25,000	25,000	25,000	25,000	25,000	25,000																				150,000
330 Goochland High School Additions/Renovations				1,442,098	18,927,256	1,517,010	-	2,893,668						706,937					725,848					1,057,658			27,270,475
332 Bus Garage Upgrades			51,391		82,694			45,100	157,508				25,000					30,000	35,357			329,212					756,262
306 Bus		105,000	105,000	105,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	140,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	175,000	3,495,000
<b>Total Education</b>		<b>42,636,094</b>	<b>658,784</b>	<b>2,324,391</b>	<b>20,209,950</b>	<b>3,791,985</b>	<b>2,424,975</b>	<b>3,887,313</b>	<b>782,508</b>	<b>660,000</b>	<b>714,675</b>	<b>4,520,529</b>	<b>760,000</b>	<b>33,722,362</b>	<b>7,893,161</b>	<b>700,000</b>	<b>4,128,422</b>	<b>48,413,265</b>	<b>1,236,205</b>	<b>500,000</b>	<b>500,000</b>	<b>33,643,830</b>	<b>275,000</b>	<b>1,332,658</b>	<b>275,000</b>	<b>300,000</b>	<b>216,291,107</b>
<b>Total All County Projects</b>		<b>46,766,819</b>	<b>9,653,534</b>	<b>33,604,954</b>	<b>30,805,991</b>	<b>15,753,415</b>	<b>10,001,400</b>	<b>6,606,075</b>	<b>6,894,757</b>	<b>4,546,804</b>	<b>3,745,761</b>	<b>18,605,383</b>	<b>7,424,668</b>	<b>48,997,747</b>	<b>11,451,070</b>	<b>8,168,896</b>	<b>21,570,948</b>	<b>52,925,194</b>	<b>17,163,021</b>	<b>6,907,604</b>	<b>3,802,110</b>	<b>36,310,622</b>	<b>14,106,499</b>	<b>3,730,956</b>	<b>4,159,867</b>	<b>1,666,254</b>	<b>425,370,350</b>
<b>Revenues</b>																											
Operating funds		800,000	850,000	900,000	900,000	900,000	950,000	1,000,000	1,000,000	1,000,000	1,000,000																
Proffers		780,000				500,000				500,000																	
Debt		40,891,094	4,000,000	28,000,000	24,927,256	7,700,000																					
Grants/Donations		24,725	-	100,000	-	-	-	-	-	-	-																
Reserves		4,271,000	4,803,534																								
Contingent on previous year's savings				4,604,954	4,978,735	6,653,415	9,051,400	5,606,075	5,894,757	3,046,804	2,745,761																
<b>Total Revenues</b>		<b>46,766,819</b>	<b>9,653,534</b>	<b>33,604,954</b>	<b>30,805,991</b>	<b>15,753,415</b>	<b>10,001,400</b>	<b>6,606,075</b>	<b>6,894,757</b>	<b>4,546,804</b>	<b>3,745,761</b>																

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# FACILITIES MANAGEMENT REQUESTS

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Project Title: **Facilities Improvements**

ID: 606

Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**

Election District: **3 - Goochland**

District Supervisor: **Lumpkins**

Project Contact: **Scott Foster**

Phone: 804-556-5331 Email: [sfoster@goochlandva.us](mailto:sfoster@goochlandva.us)

Department: **Facilities**

Category: **General Services**

**Project Description:**

The Facilities Improvement capital project will seek to utilize funds for ongoing and general site improvements and maintenance needs.

**Project Justification:**

In addition to life cycle needs and scheduled capital improvements, General Services does require capital funds and flexibility in being able to meet needs that are unscheduled. Examples include HVAC systems that may expire early or emergency repairs that may be needed.

**Impact If Not Approved:**

None.

**Operating Impact:**

None.

**Schedule of Activity:**

Requesting \$200,000 annually.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$5,000,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 5,000,000  
 Other:  
 -----  
 Total: 5,000,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction: 5,000,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: 5,000,000



Project Title: **General Services Vehicle replacements** ID: 152  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: **3 - Goochland** District Supervisor: **Lumpkins**  
 Project Contact: **Scott Foster** Phone: **804-556-5331** Email: **sfoster@goochlandva.us**  
 Department: **Facilities** Category: **General Services**

**Project Description:**

Life Cycle Vehicle Replacements.

**Project Justification:**

Vehicles replaced based upon years, mileage, condition, and use.

**Impact If Not Approved:**

None

**Operating Impact:**

None

**Schedule of Activity:**

FY 2021-25: (5) Annual Vehicle Replacement  
 FY26-29 (5) Vehicles  
 FY30-34 (6) Vehicles  
 FY35-39 (6) Vehicles  
 FY 40-44 (6) Vehicles

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	Total Request
Year 2027-2031	Year 2031-2035	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$625,000	\$625,000	\$625,000	\$650,000	\$0	\$3,150,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 3,150,000  
 Other:  
 -----  
 Total: 3,150,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 3,150,000  
 Other:  
 -----  
 Total: 3,150,000



Project Title: **Goochland Sports Complex**

ID: 30

Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**

Election District: 3 - Goochland District Supervisor: Lumpkins

Project Contact: Scott Foster Phone: 804-556-5331 Email: sfoster@goochlandva.us

Department: Facilities Category: General Services

**Project Description:**

Life cycle replacement of Roofs, HVAC equipment, and the gym floor.

\* All estimates include a 2% annual inflation assumption. \*

**Project Justification:**

It is the goal of the County to maintain its infrastructure to the manufacturer's recommended life cycles. This include 15 years for carpet, HVAC systems, and 20 years for roof.

**Impact If Not Approved:**

At this time there are no anticipated, quantifiable ongoing operating impacts.

**Operating Impact:**

At this time there are no anticipated, quantifiable ongoing operating impacts.

**Schedule of Activity:**

- FY21 Gym floor replacement.
- FY22 Rear roof section replacement, replacement field lighting, locker rooms.
- FY34 HVAC equipment life cycle replacement.
- FY39 Front and gym roof life cycle replacements.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$325,000					Total Request
Year	Year 2034	Year 2039	Year	Year	Project Totals
	\$236,500	\$278,000	\$0	\$0	\$839,500

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 839,500  
 Other:  
 -----  
 Total: 839,500

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 839,500  
 Other:  
 -----  
 Total: 839,500



Project Title: **Library** ID: 50  
 Project Location: **3075 RIVER RD W, GOOCHLAND, VA 23063**  
 Election District: **3 - Goochland** District Supervisor: **Lumpkins**  
 Project Contact: **Scott Foster** Phone: **804-556-5331** Email: **sfoster@goochlandva.us**  
 Department: **Facilities** Category: **General Services**

**Project Description:**

Life cycle HVAC and Carpet replacement.

**Project Justification:**

FY34 HVAC and Carpet Life Cycle. (2019)

Potential expansion of library in fiscal year 2022

**Impact If Not Approved:**

none

**Operating Impact:**

none

**Schedule of Activity:**

FY 22: Expansion and carpet

FY 34: HVAC and Restroom Renovations

**Construction Capacity Expansion:**

Expansion of current facility utilizing existing received proffer funds.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$350,000					Total Request
Year 2034	Year	Year	Year	Year	Project Totals
\$195,000	\$0	\$0	\$0	\$0	\$545,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 545,000  
 Other:  
 -----  
 Total: 545,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction: 545,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: 545,000



Project Title: **Central High School** ID: 126  
 Project Location: **2748 DOGTOWN RD, GOOCHLAND, VA 23063**  
 Election District: **2 - Three Square** District Supervisor: **Spoonhower**  
 Project Contact: **Scott Foster** Phone: **804-556-5331** Email: **sfoster@goochlandva.us**  
 Department: **Facilities** Category: **General Services**

**Project Description:**

Life Cycle HVAC , Carpet, Gym Floor and Roof replacements for the Central. Project also includes parking lot improvements, a playground, irrigation, and trail improvements.

**Project Justification:**

It is the goal of the County to maintain its infrastructure to the manufacturer's recommended life cycles. This include 15 years for carpet, HVAC systems, and 20 years for roof.

**Impact If Not Approved:**

At this time there are no anticipated, quantifiable ongoing operating impacts.

**Operating Impact:**

At this time there are no anticipated, quantifiable ongoing operating impacts.

**Schedule of Activity:**

FY22 Gym floor replacement, FY 29 HVAC and Carpet replacements (2014-2017), FY 34 Phase 1 roof replacements, FY39 Phase 2 and gym roof replacements and Parking lot.

**Construction Capacity Expansion:**

Trail Expansion & Installation - \$10,000. Facility currently does not have a playground or trail system. Construction of both amenities expand capacity.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year	CIP Range (Years)
\$175,000	\$350,000				Total Request
Year	Year 2029	Year 2034	Year 2039	Year	Project Totals
	\$205,000	\$565,000	\$750,000	\$0	\$2,045,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 2,045,000  
 Other:  
 -----  
 Total: 2,045,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction: \$2,045,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: \$2,045,000

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# FIRE RESCUE REQUESTS

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Project Title: **Emergency Response SUV Replacements** ID: 222  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Eddie Ferguson** Phone: **804-556-5364** Email: **eferguson@goochlandva.us**  
 Department: **Fire-Rescue** Category: **Public Safety**

**Project Description:**

Replacement of existing high mileage, costly to maintain vehicles

**Project Justification:**

The department currently operates a fleet of 11 of these type of units, including 3 Quick Response Vehicles. Several of these vehicles are approaching or have in excess of 100,000 miles apiece. Its important to replace these units over the next several years to ensure vehicle reliability and safety as emergency response vehicles.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

1 each in FY 21,22,and 23. After FY23 replace 1 every other year. \$60,000 in FY 20,21,22,and 23. \$60,000 in every other year after FY23.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$150,000	\$78,750	\$82,688	\$86,822	\$0	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$316,118	\$266,943	\$509,112	\$429,915	\$0	\$1,920,348

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 1,920,348  
 Other:  
 -----  
 Total: 1,920,348

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 1,920,348  
 Other:  
 -----  
 Total: 1,920,348



Project Title: **Hydraulic Rescue Tool Standardization, Replacement, Upgrade**

ID: 228

Project Location:

Election District: County Wide

District Supervisor: All

Project Contact: Eddie Ferguson

Phone: 804-556-5364 Email: eferguson@goochlandva.us

Department: Fire-Rescue

Category: Public Safety

**Project Description:**

Continuation of tool standardization that began in FY18.

**Project Justification:**

The department is in the process of completing Phase III of a 5-phase project to standardize all of our extrication equipment. This was approved in a prior CIP process. In out years the tools purchased today will have exceeded their operational lifespan as well as support from our vendor. They will become costly to maintain, not meet the challenges of vehicle construction in the future, and become unreliable.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

Continue current plan of \$100,000 for each of the next 3-years (20-22)  
Fund replacement/upgrade in FY33-37 total \$500,000. Test if this is working.. RCB

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$100,000	\$105,000	\$0	\$0	\$0	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$0	\$678,845	\$191,442	\$0	\$0	\$1,075,287

**Revenue Sources:**

Federal:  
State:  
Private:  
Local / County: 1,075,287  
Other:  
-----  
Total: 1,075,287

**Costs Summary:**

Planning/Engineering:  
Acquisition:  
Construction:  
Equipment/Furnishings: 1,075,287  
Other:  
-----  
Total: 1,075,287



Project Title: **Ambulance Replacement** ID: 230  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: Eddie Ferguson Phone: 804-556-5364 Email: eferguson@goochlandva.us  
 Department: Fire-Rescue Category: Public Safety

**Project Description:**

Planned replacement of ambulances in Fire-Rescue fleet

**Project Justification:**

Without a hospital campus in Goochland County, our ambulances have significant distances to cover to definitive medical care facilities. Our current fleet does not meet standards and our average mileage is over 122,000. Several of our units are beginning to incur high maintenance costs to keep them operational. As the county call volume increases, reliability of units will be an issue.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

See the below schedule for future activity.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$320,000	\$0	\$352,000	\$0	\$387,200	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$894,432	\$1,705,852	\$1,440,492	\$3,577,393	\$0	\$8,677,369

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 8,677,369  
 Other:  
 -----  
 Total: 8,677,369

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 8,677,369  
 Other:  
 -----  
 Total: 8,677,369



Project Title: Replacement Patient Stretchers

ID: 246

Project Location: 2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063

Election District: County Wide District Supervisor: All

Project Contact: Eddie Ferguson Phone: 804-556-5364 Email: eferguson@goochlandva.us

Department: Fire-Rescue Category: Public Safety

**Project Description:**

Replacement of existing stretchers which have a projected life span of 7-years.

**Project Justification:**

The department currently operates a fleet of 10 ambulances. Six of these units are equipped with a power stretcher and the others are equipped with a traditional non-powered stretcher. Power stretchers have dramatically proven to reduce back injuries to our EMS providers as well as significantly reduce the incidences of "dropped" stretchers. The manufacture recommends replacement every 7-years.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

\$36,000 FY21 & 22, \$60,000 FY23 & 24. Then \$60,000 annually for three consecutive years, every 5 years, for the life of the CIP.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$40,000	\$0	\$0	\$0	\$0	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$0	\$0	\$0	\$0	\$0	\$40,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 40,000  
 Other:  
 -----  
 Total: 40,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 40,000  
 Other:  
 -----  
 Total: 40,000



Project Title: **Replace Fire-Rescue Turnout gear** ID: 244  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Eddie Ferguson** Phone: **804-556-5364** Email: **eferguson@goochlandva.us**  
 Department: **Fire-Rescue** Category: **Public Safety**

**Project Description:**

Replacement of existing firefighting gear that has exceeded the standard of its 10-year service life.

**Project Justification:**

The NFPA standard for firefighting turnout gear is no gear used for interior firefighting operations exceed 10-years. Much of our existing gear has exceeded or is approaching that service mark. Recent attempt to secure grant funding to do this project has not been successful. The cost for gear is \$2000 per member. With roughly 150 members (career and volunteer) this will allow us to replace about 25 sets of gear every other year. Future addition of county staff will also impact this cost center.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

\$50,000 in FY 22, and 24 and then \$50,000 every other year for the duration of the CIP

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$352,613	\$450,034	\$574,370	\$733,057	\$0	\$2,386,355

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 2,386,355  
 Other:  
 -----  
 Total: 2,386,355

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 2,386,355  
 Other:  
 -----  
 Total: 2,386,355



Project Title: **Fire Engine Replacement** ID: 234  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Eddie Ferguson** Phone: **804-556-5364** Email: **eferguson@goochlandva.us**  
 Department: **Fire-Rescue** Category: **Public Safety**

**Project Description:**

Planned replacement of fire engines

**Project Justification:**

The NFPA Standard for Fire Engines allows for a life expectancy of 20-years. This is 15-years as front-line and an additional 5-years operating in reserve. The department has 8 Engines with 7 of the 8 being purchased prior to 2006.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

\$700,000 in FY 22 and FY 23. Effective FY 25 \$700,000 each year for the next 4 years (FY25-28). In FY 30 budget \$700,000 every other year for the duration of the CIP.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$735,000	\$0	\$808,500	\$848,925	\$891,371	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$4,034,018	\$2,616,574	\$4,990,304	\$4,214,018	\$0	\$19,138,710

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 19,138,710  
 Other:  
 -----  
 Total: 19,138,710

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 19,138,710  
 Other:  
 -----  
 Total: 19,138,710



Project Title: **Fire Suppression Equipment** ID: 248  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Eddie Ferguson** Phone: **804-556-5364** Email: **eferguson@goochlandva.us**  
 Department: **Fire-Rescue** Category: **Public Safety**

**Project Description:**

Replacement of existing fire hose and nozzles to comply with NFPA 20-year life expectancy.

**Project Justification:**

Much of our current hose exceeds the recommended 20-year life span for replacement. A regular testing and replacement program will allow the department to remain compliant and potentially reduce the risk of hose failure which could result in the loss of life or serious injury.

**Impact If Not Approved:**

N/A

**Operating Impact:**

N/A

**Schedule of Activity:**

\$75,000 in FY22, then every five years for the life of the CIP

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$375,000	\$375,000	\$375,000	\$375,000	\$0	\$1,950,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 1,950,000  
 Other:  
 -----  
 Total: 1,950,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 1,950,000  
 Other:  
 -----  
 Total: 1,950,000



Project Title: Fire Training Center Renovation

ID: 138

Project Location: 2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063

Election District: County Wide

District Supervisor: All

Project Contact: Derek Stamey

Phone: 804-556-5855

Email: dstamey@goochlandva.us

Department: Fire-Rescue

Category: Public Safety

**Project Description:**

This project would renovate the Fire Training Center located on Maidens Road. In addition to renovating the existing 1,200 square feet of training space, the project would add another 800 sq/ft classroom, a 280 sq/ft office, indoor shower and locker room, and a burn building.

**Project Justification:**

The existing fire training center consists of several trailers that are used for training purposes. The site does not lend itself well from an overall use and maintenance standpoint.

**Impact If Not Approved:**

The existing fire training location would continue to be utilized.

**Operating Impact:**

As this is a replacement for an existing facility, no impacts are expected.

**Schedule of Activity:**

FY 34: Design Services

FY 35: Construction

**Construction Capacity Expansion:**

There is an expected expansion of capacity in overall square footage of classroom space. The project would add capacity in the form of an additional 800 sq/ft classroom, a 280 sq/ft office, indoor shower and locker room, and a burn building.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$750,000	\$	\$	\$	\$	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$5,000,000	\$	\$	\$	\$	\$5,750,000

**Revenue Sources:**

Federal:

State:

Private:

Local / County: 5,750,000

Other:

-----  
Total: 5,750,000

**Costs Summary:**

Planning/Engineering:

Acquisition:

Construction:

Equipment/Furnishings:

Other: 5,750,000

-----  
Total: 5,750,000

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# INFORMATION SYSTEMS REQUESTS

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Project Title: **PC Refreshes**

ID: 206

Project Location:

Election District: County Wide

District Supervisor: All

Project Contact: Randall Buzzard

Phone: 804-556-5834 Email: rbuzzard@goochlandva.us

Department: Administration

Category: General Government Admin

**Project Description:**

Yearly PC replacement cycle.

**Project Justification:**

Replacement cycle.

**Impact If Not Approved:**

There are no additional personnel requirements, and operating costs should remain the same.

**Operating Impact:**

There are no additional personnel requirements, and operating costs should remain the same.

**Schedule of Activity:**

Procurement to begin annually July 1, and deployment as soon as possible thereafter to cause minimum disruption.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	Total Request
Year 27-31	Year 32-36	Year 37-41	Year 42-46	Year	Project Totals
\$350,000	\$350,000	\$350,000	\$280,000	\$0	\$1,680,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 1,680,000  
 Other:  
 -----  
 Total: 1,680,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 1,680,000  
 -----  
 Total: 1,680,000



Project Title: **Server Refreshes**

ID: 290

Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**

Election District: County Wide District Supervisor: All

Project Contact: Randall Buzzard Phone: 804-556-5834 Email: rbuzzard@goochlandva.us

Department: Administration Category: General Government Admin

**Project Description:**

Just as PCs are refreshed each year, a portion of servers are also replaced each year. NOTE: There is another IT project labeled Azure. This is a project to move most server resources to the "cloud". Should this be implemented, much of this projects costs would shift to that project.

**Project Justification:**

Servers will continue to age with risk of failure impacting user productivity. Spreads the replacement costs evenly.

**Impact If Not Approved:**

None other than the installation tasks

**Operating Impact:**

None other than the installation tasks

**Schedule of Activity:**

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Total Request
Year 27-31	Year 32-36	Year 37-41	Year 42-46	Year	Project Totals
\$125,000	\$125,000	\$125,000	\$100,000	\$0	\$650,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 600,000  
 Other:  
 -----  
 Total: 600,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 600,000  
 Other:  
 -----  
 Total: 600,000



Project Title: **Network Equipment/Software Replacement and Upgrades** ID: 294  
 Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: Randall Buzzard Phone: 804-556-5834 Email: rbuzzard@goochlandva.us  
 Department: Administration Category: General Government Admin

**Project Description:**

Replace or upgrade network switches, routers, firewalls. Software Purchases for department specific needs. 2020 - added in \$23,500 for Dual Authentication Software for Sheriff MDTs, \$11,200 for Internet Fail over consultant work, and \$7,500 for Netmotion Diagnostics to the \$15,000 already in for replacement equipment. See attachments for budgetary quotes.  
 2021: Budget \$25,000 for upgrades or replacements of unknown at this time and going forward.  
 2022 Increased to \$50,000 for Network Access Control

**Project Justification:**

Keep the County network functioning in a secure environment and provide needed software for departments to be in compliance and to function and serve our citizens.

**Impact If Not Approved:**

Implementation costs

**Operating Impact:**

Implementation costs

**Schedule of Activity:**

Schedule to replace and/or upgrade outlined below.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	Total Request
Year 27-31	Year 32-36	Year 37-41	Year 42-46	Year	Project Totals
\$125,000	\$125,000	\$125,000	\$100,000	\$0	\$650,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 625,000  
 Other:  
 -----  
 Total: 625,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 625,000  
 Other:  
 -----  
 Total: 625,000



Project Title: VOIP Cloud Phone Integration into Microsoft Teams ID: 668  
 Project Location: 1800 SANDY HOOK RD, GOOCHLAND, VA 23063  
 Election District: County Wide District Supervisor: All  
 Project Contact: Randall Buzzard Phone: 804-556-5834 Email: rbuzzard@goochlandva.us  
 Department: Administration Category: General Government Admin

**Project Description:**

Changed the scope of this project somewhat to port our numbers to integrate into MS teams.

**Project Justification:**

This will get us all new desk or soft phones and get us off of Verizon Service for our main County phone lines, so that we don't have to deal with bad customer service and price increases. Also some cool new phone system features in the cloud solution.

**Impact If Not Approved:**

Year one and two will see a slight increase \$9600 over what we currently pay, but year three will see a cost savings of around \$11,000 going for the next 8 years until we need to purchase new desktop phones again.

**Operating Impact:**

Year one and two will see a slight increase \$9600 over what we currently pay, but year three will see a cost savings of around \$11,000 going for the next 8 years until we need to purchase new desktop phones again.

**Schedule of Activity:**

Years one and two, all new Desk Phones and soft phone and porting Verizon Lines. Transition current phone system to Goochland County Schools. Year three the price will see a savings or around \$11,000 per year going forward.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$40,000	\$0	\$0	\$0	\$0	Total Request
Year 27-31	Year 32-36	Year 37-40	Year 42-46	Year	Project Totals
\$0	\$0	\$0	\$0	\$0	\$40,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 40,000  
 Other:  
 -----  
 Total: 40,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings: 40,000  
 Other:  
 -----  
 Total: 40,000



Project Title: **Next Gen 911 Grant** ID: 700  
 Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: Randall Buzzard Phone: 804-556-5834 Email: rbuzzard@goochlandva.us  
 Department: Administration Category: General Government Admin

**Project Description:**

Need to budget for these amounts over the next two years per the Grant award then will get reimbursed for the entire amount at 100%.

**Project Justification:**

**Impact If Not Approved:**

None

**Operating Impact:**

None

**Schedule of Activity:**

Three year project

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$24,725	\$0	\$0	\$0	\$0	Total Request
Year 27-31	Year 32-36	Year 37-41	Year 42-46	Year	Project Totals
\$0	\$0	\$0	\$0	\$0	\$24,725

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: GRANT 24,725  
 -----  
 Total: 24,725

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 24,725  
 -----  
 Total: 24,725



Project Title: **GIS Aerial Imagery Update** ID: 708  
 Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: **Randall Buzzard** Phone: 804-556-5834 Email: rbuzzard@goochlandva.us  
 Department: Administration Category: General Government Admin

**Project Description:**

We need to update our GIS Base Map imagery, Roads and Contours, and Buildings.

**Project Justification:**

The State flies every five years and this coming spring is one of those. They provide some free imagery, but we use the upgraded because the free is too pixelated. Staff uses this imagery every day for their work and to help citizens.

**Impact If Not Approved:**

Outdated imagery on our Parcel Viewer. Some of the imagery is over 10 years old right now. I am using some operating budget money for this in current fiscal, but I need some CIP in FY22 and going forward.

**Operating Impact:**

Outdated imagery on our Parcel Viewer. Some of the imagery is over 10 years old right now. I am using some operating budget money for this in current fiscal, but I need some CIP in FY22 and going forward.

**Schedule of Activity:**

FY22 and then every 5 years going forward.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$26,000	\$0	\$0	\$55,000	\$0	Total Request
Year 27-31	Year 32-36	Year 37-41	Year 42-46	Year	Project Totals
\$60,000	\$63,000	\$135,000	\$72,000	\$0	\$411,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 411,000  
 Other:  
 -----  
 Total: 411,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 411,000  
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 Total: 411,000

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# SHERIFF REQUESTS

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Project Title: **Sheriff's Office Law Enforcement Vehicle Replacement**

ID: 104

Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**

Election District: County Wide

District Supervisor: All

Project Contact: Donald Bewkes

Phone: 804-556-5349

Email: dbewkes@goochlandva.us

Department: Sheriff

Category: Public Safety

**Project Description:**

Maintain current vehicle replacement rotation.

Purchase additional vehicles for new positions requested (1 vehicle per deputy)

**Project Justification:**

Vehicles are a primary tool that provides deputies the means to safely respond to all emergency and non-emergency calls for service.

Maintaining the current vehicle rotation cycle provides a known reoccurring expense that is spread out over a known period of time.

**Impact If Not Approved:**

Deputies will not have the ability to respond to calls for service in a reliable and safe manner.

Erratic non predictable vehicle purchase cycles

Increased vehicle repair costs resulting in longer duration of vehicles being out of service.

**Operating Impact:**

The addition of new vehicles to coincide with new deputies will result in an overall increase of vehicle maintenance, fuel, repair costs, and replacement needs (Tires etc.)

1 new position = 1 new vehicle = \$43,758.00 (initial purchase of vehicle and equipment)

1 year fuel consumption = \$5000.00

1 year repairs/service = \$450.00

**Schedule of Activity:**

Purchase of vehicles are completed the same year as requested. Vehicle delivery is completed 120 days after purchase order is submitted. Vehicle is fully equipped and put into service approximately 5 weeks after delivery.

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$425,000	\$425,000	\$425,000	\$425,000	\$480,000	Total Request
Year 2027-2031	Year 2032-2036	Year 2037-2041	Year 2042-2046	Year	Project Totals
\$2,500,000	\$2,750,000	\$2,255,000	\$2,800,000	\$	\$12,485,000

**Revenue Sources:**

Federal:	
State:	
Private:	
Local / County:	12,485,000
Other:	
-----	
Total:	12,485,000

**Costs Summary:**

Planning/Engineering:	
Acquisition:	
Construction:	
Equipment/Furnishings:	12,485,000
Other:	
-----	
Total:	12,485,000

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# SCHOOLS REQUESTS

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Project Title: Goochland Elementary School - current facility ID: 320  
 Project Location: 2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063  
 Election District: County Wide District Supervisor: All  
 Project Contact: Deborah White Phone: 804-556-5607 Email: dwhite@glnd.k12.va.us  
 Department: Administration Category: Education

**Project Description:**

Goochland ES currently has a functional capacity of 317 kindergarten through 5th grade students and is slightly over capacity. This CIP projects will provide security enhancements on the current facility until it is abandoned as a school in FY2025.

**Project Justification:**

Facilities Condition Index performed by HBA Architecture & Interior Design, Inc. (Subcontracted by Cooperative Strategies, LLC during the summer of 2017 as part of a Long Term Demographic and Facilities Study). This building complex had the poorest Facilities Condition Index and educational adequacy of all Goochland schools.

**Impact If Not Approved:**

No expected additional operational costs due to the CIP project.

**Operating Impact:**

No expected additional operational costs due to the CIP project.

**Schedule of Activity:**

FY2022-24 general capital maintenance  
 FY2025 Abandon

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year	CIP Range (Years)
\$25,000	\$25,000	\$25,000			Total Request
Year	Year	Year	Year	Year	Project Totals
					\$75,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: \$75,000  
 -----  
 Total: \$75,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: \$75,000  
 -----  
 Total: \$75,000



Project Title: **Goochland Elementary School/Early Childhood Center - new facility on new site** ID: 314

Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**

Election District: County Wide District Supervisor: All

Project Contact: Deborah White Phone: 804-556-5607 Email: [dwhite@glnd.k12.va.us](mailto:dwhite@glnd.k12.va.us)

Department: Administration Category: Education

**Project Description:**

Goochland ES currently has a functional capacity of 316 kindergarten through 5th grade students and is slightly over capacity with the adjacent early childhood center over capacity. This project would abandon both facilities and expand the capacity to 650 students and be 96,000 square feet. This would also relieve safety issues of having the Early Childhood Center in a separate building with very young children walking or being transported across several parking lots to go between the two schools (for lunch, for bus pickup/drop-off, for music).

**Project Justification:**

Capacity and timeline recommended by community Long-Term Facilities Committee (Facilitated by Cooperative Strategies, LLC during the summer of 2017 as part of a Long-Term Demographic and Facilities Study). An updated enrollment projection in June 2018, showed a "recommended" projection that had us at almost 100% elementary school capacity division-wide with a 500-student school. Therefore, we have modified our request for a 650-student school that will allow us to continue to grow without overburdening our older elementary schools. Cooperative Strategies recommended in December 2018 that we use actual average 2017-19 \$240/sf construction costs for Virginia elementary schools, 20% soft costs (furnishings, technology, engineering), and an annual inflation rate of 5%. Out year replacement projects use Facility Condition Index values inflated 3%/year for 15-20 year life subsystems.

**Impact If Not Approved:**

With a 97.4% increase in square footage and about 300 more students, there will be considerably more personnel and utility costs. However, there will most likely be some utility savings due to the new, more energy efficient equipment and some savings with the early childhood special education center in the same building.

**Operating Impact:**

With a 97.4% increase in square footage and about 300 more students, there will be considerably more personnel and utility costs. However, there will most likely be some utility savings due to the new, more energy efficient equipment and some savings with the early childhood special education center in the same building.

**Schedule of Activity:**

FY2018-20: Build up of cash reserves  
 FY2022 \$35,173,989 bond sale and start of construction of 96,000 sq ft on new site.  
 FY26-45 routine capital maintenance projects (playground, electrical speciality systems, HVAC, painting)

**Construction Capacity Expansion:**

97.4% increase in sq footage. Will increase operational capacity by 334 additional students.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$37,049,774				\$50,000	Total Request
Year 2027-31	Year 2032-36	Year 2037-41	Year 2042-46	Year	Project Totals
\$325,000	\$475,000	\$625,000	\$625,000	\$0	\$39,149,774

**Revenue Sources:**

Other: \$39,149,774

**Costs Summary:**

Construction: \$39,149,774



Project Title: **Randolph Elementary School Current Facility** ID: 316  
 Project Location: **2938 RIVER RD W, BLDG F, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: Deborah White Phone: 804-556-5607 Email: dwhite@gln.d.k12.va.us  
 Department: Administration Category: Education

**Project Description:**

Randolph ES currently has a functional capacity of 409 kindergarten through 5th grade students and is 13% over capacity with five temporary learning cottages. This project would maintain the 1958, 1997 and 2011 portions of the school until a new facility is built in 2035. There are also current issues with declining educational adequacy, limited septic capacity, limited parking, and limited open playground space that will not be fully addressed due to the planned construction of the new facility on a new site.

**Project Justification:**

Facilities Condition Index performed by HBA Architecture & Interior Design, Inc. (Subcontracted by Cooperative Strategies, LLC during the summer of 2017 as part of a Long Term Demographic and Facilities Study). These projects are inflated 3%/year and are all "priority 1 through 5" projects

**Impact If Not Approved:**

There may be some utility savings for several years due to new, more energy efficient replacement equipment.

**Operating Impact:**

There may be some utility savings for several years due to new, more energy efficient replacement equipment.

**Schedule of Activity:**

FY2021 Combined with \$720K of capital reserves - parking lot expansion (scheduled in FY2019 CIP for 2021), general maintenance  
 FY2022 Generator, HVAC, well, general maintenance upgrades  
 FY23 gen. maintenance FY24 septic field, maintenance  
 FY25 PUF roof replacement, general maintenance  
 FY26-30 whole building refresh; FY31-34 general capital maintenance

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$725,000	\$150,000	\$275,000	\$625,000	\$1,449,975	Total Request
Year 2027	Year 2032-34	Year	Year	Year	Project Totals
\$1,799,975	\$375,000				\$ 5,399,950

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: 5,399,950  
 -----  
 Total: 5,399,950

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 5,399,950  
 -----  
 Total: 5,399,950



Project Title: **Goochland Middle School Current Facility** ID: 326  
 Project Location: **3150 RIVER RD W, GOOCHLAND, VA 23063**  
 Election District: County Wide District Supervisor: All  
 Project Contact: Deborah White Phone: 804-556-5607 Email: dwhite@gln.d.k12.va.us  
 Department: Administration Category: Education

**Project Description:**

GMS has a functional capacity of 738 students currently. These CIP projects will maintain the current facility over 25 years, if no major renovation or addition happens. This school was finished in 2008 and has capacity for growth.

**Project Justification:**

Facilities Condition Index performed by HBA Architecture & Interior Design, Inc. (Subcontracted by Cooperative Strategies, LLC during the summer of 2017 as part of a Long-Term Demographic and Facilities Study). These projects are inflated 3%/year and are all "priority 1 through 5" projects

**Impact If Not Approved:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Operating Impact:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Schedule of Activity:**

- FY22 Expanded parking lot/Bulldog Way turn lanes (\$3,583,606), gen. maintenance & Promethean Board replacements
- FY23-25 General capital maintenance
- FY26 Carpet replacement plus general maintenance
- FY28 EPDM roof repairs plus general maintenance
- FY30-35 Gen. maintenance plus elevator upgrades; HVAC upgrades, ceiling and carpet systems
- FY36-40 Gen. maintenance, interior wall finish
- FY40-45 Window and roofing system and loose furnishings upgrades

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$4,341,320	\$137,393	\$100,000	\$150,000	\$200,000	Total Request
Year 2027-31	Year 2032-36	Year 2037-41	Year 2042-46	Year	Project Totals
\$1,153,220	\$1,498,388	\$1,016,108	\$17,516,228		\$26,112,657

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: 26,112,657  
 -----  
 Total: 26,112,657

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 26,112,657  
 -----  
 Total: 26,112,657



Project Title: **Goochland High School Current Facility** ID: 328  
 Project Location: **3250 RIVER RD W, BLDG B, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Deborah White** Phone: **804-556-5607** Email: **dwhite@gln.d.k12.va.us**  
 Department: **Administration** Category: **Education**

**Project Description:**

GHS has a functional capacity of 895 students currently. These CIP projects will maintain the current facility over 25 years, even if major renovation or additions occur. This school was finished in 2001 and has some capacity for growth. There is also a separate project for expanding capacity at GHS.

**Project Justification:**

Facilities Condition Index performed by HBA Architecture & Interior Design, Inc. (Subcontracted by Cooperative Strategies, LLC during the summer of 2017 as part of a Long Term Demographic and Facilities Study). These projects are inflated 3%/year and are all "priority 1 through 5" projects

**Impact If Not Approved:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Operating Impact:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Schedule of Activity:**

- FY22-45 General maintenance projects (field, HVAC, electrical speciality)
- FY26 MS/HS program upgrades along with HS additions, renovate room C-143 to specialized classrooms
- FY35 turf field
- FY38, 40-41 Carpet/floor tile upgrades, wall finishes
- FY39,42 Roof replacements
- FY44-45 Equipment, furnishings replacements, fire protection systems

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$240,000	\$115,000	\$277,293	\$190,000	\$340,000	Total Request
Year 2027-2031	Year 2032-36	Year 2037-41	Year 2042-46	Year	Project Totals
\$1,170,000	\$2,800,000	\$2,712,314	\$13,033,382		\$20,877,989

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: 20,877,989  
 -----  
 Total: 20,877,989

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: 20,877,989  
 -----  
 Total: 20,877,989



Project Title: **G Tech (HS CTE center) - current facility** ID: 324  
 Project Location: **3150 RIVER RD W, GOOCHLAND, VA 23063**  
 Election District: **County Wide** District Supervisor: **All**  
 Project Contact: **Deborah White** Phone: **804-556-5607** Email: **dwhite@gln.d.k12.va.us**  
 Department: **Administration** Category: **Education**

**Project Description:**

G Tech, the specialized HS CTE and alt ed center currently has a functional capacity of 72 students currently. These CIP projects will maintain the current facility until FY28 when the new HS CTE addition will be completed. This is the downstairs portion of G Tech, was built in 1977 and had some specialized equipment and intercom renovations in 2015/16.

**Project Justification:**

Facilities Condition Index performed by HBA Architecture & Interior Design, Inc. (Subcontracted by Cooperative Strategies, LLC during the summer of 2017 as part of a Long Term Demographic and Facilities Study). These projects are inflated 3%/year and are all "priority 1 through 5" projects

**Impact If Not Approved:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Operating Impact:**

No expected additional operational costs due to the CIP projects; there may be some utility savings for a few years after new equipment is installed.

**Schedule of Activity:**

FY22-28 general capital maintenance

**Construction Capacity Expansion:**

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Total Request
Year 2027	Year	Year	Year	Year	Project Totals
\$25,000					\$150,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County:  
 Other: \$150,000  
 -----  
 Total: \$150,000

**Costs Summary:**

Planning/Engineering:  
 Acquisition:  
 Construction:  
 Equipment/Furnishings:  
 Other: \$150,000  
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 Total: \$150,000

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# UTILITIES REQUESTS

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**GOOCHLAND COUNTY UTILITIES 25 YEAR CIP**  
**FY2022 ADOPTED, FY2023 - FY2046 APPROVED**

	Previous Funding	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	FY42	FY43	FY44	FY45	FY46	TOTAL FY22 thru FY46
<b>Utilities</b>																											
268 Huguenot Hills Sewer Service	307,000		2,525,000																								2,525,000
266 Huguenot Hills Water Service	1,060,368		1,734,000																								1,734,000
272 Water Installation - Plaza Drive		110,000	404,000																								514,000
458 Courthouse Wastewater Treatment Plant Capacity Upgrade	750,000	1,518,000							1,518,000																		3,036,000
340 J. Sargeant Reynolds Water Main Improvements			63,000	311,000																							374,000
456 Interceptor Upgrade to VCCW Wastewater Treatment Plant			741,000																								741,000
416 Parke at Saddlecreek Water Main Loop			135,000	414,000																							549,000
274 Sewer Installation - Plaza Drive			105,000	828,000																							933,000
276 Sewer Installation - Biggs Drive			105,000	414,000																							519,000
338 Northern Goochland Courthouse Fire Flow Improvements			125,000	725,000																							850,000
352 Lanier Industrial Park Water Improvements			63,000	270,000																							333,000
344 Sandy Hook Water Main Loop		105,000	953,000																								1,058,000
418 Hockett Road Water Main							3,592,000																				3,592,000
342 River Road Improvements							249,000	2,070,000																			2,319,000
Rockville BPS - 3 MGD and Chloramine Booster Station									4,993,000																		4,993,000
Quarry Hill Rd Water Main									1,081,000																		1,081,000
Ashland Rd Control Valve									304,000																		304,000
454 Valley View Pump Station Upgrade									1,709,000																		1,709,000
West Creek Control Valve										304,000																	304,000
356 Rivergate Watermain Loop									42,000	105,000																	147,000
358 West Creek-River Road Flow Control Valve									32,000	105,000																	137,000
346 River Road West Booster Pump Station											2,205,000																2,205,000
420 Centerville Booster Pump Station Upgrade											3,054,000																3,054,000
424 Ashland Road Water Main Upgrade											2,101,000																2,101,000
284 Water Installation - Lanier Park												83,000	828,000														911,000
406 River Road Booster Station Upgrade														2,497,000													2,497,000
408 River Road High Pressure Zone Water Main Upgrade														1,531,000													1,531,000
410 West Oak Water Main Loop														663,000													663,000
414 Lanier Industrial Park Elevated Water Storage Tank														5,010,000													5,010,000
Three Chopt Road Water Main Extension															1,379,000												1,379,000
Hockett Rd Water Main Extension															4,773,000												4,773,000
428 Patterson Avenue Water Main Extension																6,334,000											6,334,000
Benedictine PRV																304,000											304,000
426 Ridgefield Booster Pump Station																11,649,000											11,649,000
Ridgefield Control Valve																304,000											304,000
442 Ridgefield Water Main Upgrade																2,018,000											2,018,000
462 Eastern Goochland Interceptor Upgrade																	3,373,000										3,373,000
464 Eastern Goochland Pump Station Upgrade																		2,484,000									2,484,000
438 Hockett Road Elevated Water Storage Tank																			3,227,000								3,227,000
Tuckahoe Creek/l-64 Parallel Gravity Interceptor																				3,612,000							3,612,000
Ashland Rd/Little Tuckahoe Creek Gravity Main Extension																				4,997,000							4,997,000
Lanier Industrial Park Sewer Pump Station - 2 MGD																						3,036,000					3,036,000
Lanier Industrial Park Force Main																						501,000					501,000
Lanier Industrial Park Gravity Main Extension																								1,322,000			1,322,000
<b>Total Utilities</b>		<b>1,733,000</b>	<b>5,602,000</b>	<b>2,076,000</b>	<b>2,237,000</b>	<b>-</b>	<b>3,841,000</b>	<b>2,070,000</b>	<b>9,679,000</b>	<b>514,000</b>	<b>7,360,000</b>	<b>83,000</b>	<b>828,000</b>	<b>9,701,000</b>	<b>6,152,000</b>	<b>20,609,000</b>	<b>3,373,000</b>	<b>2,484,000</b>	<b>3,227,000</b>	<b>8,609,000</b>	<b>-</b>	<b>3,537,000</b>	<b>-</b>	<b>1,322,000</b>	<b>-</b>	<b>-</b>	<b>95,037,000</b>



Project Title: **Water Installation - Plaza Drive**

ID: 272

Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**

Election District: **5 - Manakin** District Supervisor: **Peterson**

Project Contact: **Todd Kilduff** Phone: **804-556-5869** Email: **tkilduff@goochlandva.us**

Department: **Water** Category: **Utilities**

**Project Description:**

This project is in the Tuckahoe Creek Service District. Install approximately 1,400 linear feet of new waterline.

**Project Justification:**

This project was identified in the Utility Master Plan. This waterline would provide the necessary fire flows to the surrounding businesses and would provide for a water loop of the main line system.

**Impact If Not Approved:**

**Operating Impact:**

**Schedule of Activity:**

FY2022 - Planning, Engineering, Design, Start of Construction

FY2023 - Construction

**Construction Capacity Expansion:**

Expansion of system.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$110,000	\$404,000	\$0	\$0	\$0	Total Request
Year 2026	Year 2027	Year 2028	Year 2029	Year 2030	Project Totals
\$0	\$0	\$0	\$0	\$0	\$514,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 514,000  
 Other:  
 -----  
 Total: 514,000

**Costs Summary:**

Planning/Engineering: 110,000  
 Acquisition:  
 Construction: 404,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: 514,000



Project Title: Courthouse Wastewater Treatment Plant Capacity Upgrade ID: 458  
 Project Location: 1800 SANDY HOOK RD, GOOCHLAND, VA 23063  
 Election District: 3 - Goochland District Supervisor: Lumpkins  
 Project Contact: Todd Kilduff Phone: 804-556-5869 Email: tkilduff@goochlandva.us  
 Department: Sewer Category: Utilities

**Project Description:**

Initial 0.30MGD Wastewater Treatment Plant Upgrade by FY22. 0.45 MGD Wastewater Treatment Plant Upgrade by FY29.

**Project Justification:**

This project is for expansions needed for economic growth. If this project is not constructed, growth will be limited by the size of the existing system.

**Impact If Not Approved:**

**Operating Impact:**

**Schedule of Activity:**

FY2022: Phase 1 - 0.30 MGD capacity upgrade completed  
 FY2029: Phase 2 - 0.45 MGD capacity upgrade completed

**Construction Capacity Expansion:**

Expansion of existing system.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$1,518,000	\$0	\$0	\$0	\$0	Total Request
Year 2029	Year 2030	Year 2031	Year 2032	Year 2033	Project Totals
\$1,518,000	\$0	\$0	\$0	\$0	\$3,036,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 3,234,717  
 Other:  
 -----  
 Total: 3,234,717

**Costs Summary:**

Planning/Engineering: 198,717  
 Acquisition:  
 Construction: 3,036,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: 3,234,717



Project Title: **Sandy Hook Water Main Loop** ID: 344  
 Project Location: **1800 SANDY HOOK RD, GOOCHLAND, VA 23063**  
 Election District: **3 - Goochland** District Supervisor: **Lumpkins**  
 Project Contact: **Todd Kilduff** Phone: **804-556-5869** Email: **tkilduff@goochlandva.us**  
 Department: **Water** Category: **Utilities**

**Project Description:**

New 12-inch water line looping the existing water lines along the future Fairground Road extension - approximately 1,600 linear feet.

**Project Justification:**

The project will increase fire flow capacity to achieve 1,500 gallons per minute for 2 hours as stated in Appendix B of the 2012 Virginia Statewide Fire Prevention Code. Appendix B was adopted by the BOS and is part of the Goochland County Code. It is also listed as an identified improvement in the Utility Master Plan.

**Impact If Not Approved:**

none

**Operating Impact:**

none

**Schedule of Activity:**

FY2022 - Planning, Engineering & Design  
 FY2027 - Construction

**Construction Capacity Expansion:**

Increase fire flows.

**Estimated Project Costs:**

Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	CIP Range (Years)
\$105,000	\$0	\$0	\$0	\$0	Total Request
Year 2026	Year 2027	Year 2028	Year 2029	Year 2030	Project Totals
\$0	\$953,000	\$0	\$0	\$0	\$1,058,000

**Revenue Sources:**

Federal:  
 State:  
 Private:  
 Local / County: 1,058,000  
 Other:  
 -----  
 Total: 1,058,000

**Costs Summary:**

Planning/Engineering: 105,000  
 Acquisition:  
 Construction: 953,000  
 Equipment/Furnishings:  
 Other:  
 -----  
 Total: 1,058,000

**ADOPTION OF THE COUNTY ADMINISTRATOR'S PROPOSED  
FY2022 BUDGET**

✓ Vote Record - Action Item 3936							
<input type="checkbox"/> Adopted <input type="checkbox"/> Adopted as Amended <input type="checkbox"/> Defeated <input type="checkbox"/> Tabled <input type="checkbox"/> Withdrawn <input type="checkbox"/> Recommended for Approval <input type="checkbox"/> Recommended for Denial <input type="checkbox"/> Recommended for Approval as Amended <input type="checkbox"/> Deferred <input type="checkbox"/> Consensus of the Board <input type="checkbox"/> Approved <input type="checkbox"/> Tabled by Consensus <input type="checkbox"/> Approved as Amended <input type="checkbox"/> Recusal <input type="checkbox"/> Strike <input type="checkbox"/> No quorum <input type="checkbox"/> Public Hearing Held			Yes/Aye	No/Nay	Abstain	Absent	
	Susan Lascolette			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Ken Peterson			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	John Lumpkins			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Neil Spoonhower			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Don Sharpe			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strat Goal 1	Efficient, effective, and transparent government; emphasis on customer service excellence	<b>X</b>
Strat Goal 2	Balanced development that contributes to the welfare of the community and preserves its rural character	<b>X</b>
Strat Goal 3	Excellence in Financial Management	<b>X</b>
Strat Goal 4	High Quality Core Services including Education, Public Safety, and Community Health	<b>X</b>
Strat Goal 5	Positive Work Environment with a Highly Qualified, Diverse Workforce	<b>X</b>

**Board Action Requested**

The Board is requested to adopt the County Administrator's Proposed FY2022 Budget and Twenty-Five Year Capital Improvements Program (CIP) presented on February 16, 2021, with the proposed amendments presented on April 6, 2021.

**Summary of Information**

On February 16, 2021, staff presented the County Administrator's FY2022 Proposed budget along with the Proposed CIP to the Board of Supervisors. In February and March, categorical presentations were made to the Board. Also, in January and in March, CIP workshops were held. The School Board FY2022 Budget was presented on March 2, 2021. Public hearings on the budgets and proposed tax rates were held on April 6, 2021.

Amendments to the FY2022 Proposed Budget are incorporated in the attachment. The General Fund budget amendments include:

- \$60,000 addition to various departments for the increased cost of medical premiums
- \$30,000 addition to Convenience Centers to add a full-time attendant
- \$10,000 addition to Sheriff's budget to address salary compression
- \$50,000 addition to County Administrator's budget for referendum costs

- \$50,000 addition to reserve for contingencies
- \$100,000 addition to personal property tax and \$100,000 addition to business license tax to fund the above items.

The total FY2022 School Funds budget has been increased by \$1,332,906 due to additional state and federal revenue availability.

**Draft Motion**

I move that the Goochland County Board of Supervisors (adopt / adopt as amended / deny / defer to *date*), by resolution, the County Administrator's Proposed FY2022 Budget and Twenty-Five Year Capital Improvements Program presented on February 16, 2021 with the proposed amendments as presented on April 6, 2021.

*Kenneth A Young*

Kenneth A Young, County Administrator 4/14/2021

ATTACHMENTS:

- FY2022 ADOPTED BUDGETS FOR VARIANCES (PDF)

ALL FUNDS EXPENDITURE SUMMARY FY2022  
ADOPTED BUDGET

	FY2020 ACTUAL	FY2021 ADOPTED	FY2022 ADOPTED	INC / DEC FY2021
GENERAL GOVERNMENT	5,102,189	5,847,218	6,380,493	9.1%
JUDICIAL ADMINISTRATION	1,736,519	1,841,717	2,124,164	15.3%
PUBLIC SAFETY	11,740,232	13,236,430	16,076,318	21.5%
GENERAL SERVICES	2,774,896	2,788,047	3,264,071	17.1%
HEALTH & HUMAN SERVICES	3,876,842	4,114,706	4,335,507	5.4%
EDUCATION	33,489,638	34,242,314	37,654,906	10.0%
CULTURE & LEISURE	1,044,406	1,081,687	1,154,829	6.8%
COMMUNITY DEVELOPMENT	1,632,978	1,918,152	2,186,876	14.0%
DEBT	3,388,557	2,701,000	3,797,515	40.6%
OFFICE OF CHILDRENS SVCS	946,792	1,851,076	1,850,074	-0.1%
UTILITIES	16,204,492	13,586,875	15,682,679	15.4%
CAPITAL IMPROVEMENTS	9,700,321	2,544,818	46,766,819	1737.7%
<b>TOTAL ALL FUNDS</b>	<b>91,637,863</b>	<b>85,754,040</b>	<b>141,274,251</b>	<b>64.7%</b>

Attachment: FY2022 ADOPTED BUDGETS FOR VARIANCES (3936 : FY2022 Budget Adoption)

**RESOLUTION TO APPROPRIATE DESIGNATED FUNDS AND ACCOUNTS FROM ESTIMATED REVENUES FOR FY2022**

Strat Goal 1	Efficient, effective, and transparent government; emphasis on customer service excellence	<b>X</b>
Strat Goal 2	Balanced development that contributes to the welfare of the community and preserves its rural character	
Strat Goal 3	Excellence in Financial Management	<b>X</b>
Strat Goal 4	High Quality Core Services including Education, Public Safety, and Community Health	
Strat Goal 5	Positive Work Environment with a Highly Qualified, Diverse Workforce	

**Board Action Requested**

The Board is requested to appropriate, by resolution, the funds included in the adopted FY2022 budget by functional category and fund category as reflected in the budget appropriation resolution.

**Summary of Information**

On February 16, 2021, the County Administrator presented the proposed FY2022 County Budget to the Board of Supervisors. In addition, beginning in February, categorical presentations specific to the FY2022 budget including the Schools budget were made, and public input has been received in a public hearing on April 6, 2021 and through voicemail and email options both before and after the public hearing, up through April 12, 2021.

The following resolution will adopt the County’s FY2022 General Fund budget by spending category (e.g., general government, public safety), the School Operating Fund by category (e.g., Instruction, Technology), and other funds as noted. Sections two through eight of the resolution are consistent with the text approved in previous years.

Any changes made by the Board of Supervisors on April 20, 2021 will be incorporated into the final Appropriations Resolution.

**Draft Motion**

I move that the Goochland County Board of Supervisors (appropriate / amend and appropriate / defer appropriation / deny), by resolution, the funds included in the FY2022 budget as reflected in the budget appropriation resolution.

*Kenneth A Young*  
Kenneth A Young, County Administrator

4/14/2021

✓ Vote Record - Resolution 3937							
<input type="checkbox"/> Approved <input type="checkbox"/> Recommended for Approval <input type="checkbox"/> Recommended for Denial <input type="checkbox"/> Deferred <input type="checkbox"/> Denied <input type="checkbox"/> Withdrawn <input type="checkbox"/> Recommended for Approval as Am <input type="checkbox"/> Adopted <input type="checkbox"/> Adopted as Amended <input type="checkbox"/> Defeated <input type="checkbox"/> Consensus of the Board <input type="checkbox"/> Tabled by Consensus <input type="checkbox"/> Approved as Amended <input type="checkbox"/> Send to BOS with Report of Tie Vote			Yes/Aye	No/Nay	Abstain	Absent	
	Susan Lascolette			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Ken Peterson			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	John Lumpkins			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Neil Spoonhower			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Don Sharpe			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**AT A MEETING OF THE BOARD OF SUPERVISORS OF THE COUNTY OF GOOCHLAND, VIRGINIA, HELD ON APRIL 20, 2021, IN THE GOOCHLAND COUNTY ADMINISTRATION BUILDING, 1800 SANDY HOOK RD., SUITE 250, GOOCHLAND, VIRGINIA, THE FOLLOWING ACTION WAS TAKEN:**

**Resolution to Appropriate Designated Funds and Accounts from Estimated Revenues for Fiscal Year 2022**

**WHEREAS**, in accordance with Virginia Code § 15.2-2503, the Board of Supervisors has reviewed and is prepared to adopt a proposed budget for Fiscal Year 2022; and

**WHEREAS**, the Board of Supervisors wishes to appropriate designated funds and accounts from estimated revenues for Fiscal Year 2022 for the operating budget for Goochland County, Virginia.

**NOW, THEREFORE, BE IT RESOLVED**, by the Goochland County Board of Supervisors that, for the fiscal year beginning on the first day of July 2021 and ending on the thirtieth day of June 2022, the following budget and authorizations are hereby adopted:

Sec. 1 The following designated funds and accounts are hereby appropriated from the estimated revenues to fund the operating budget for the County.

	<b>FY2022 Adopted</b>
General Fund:	
General Government	\$ 6,380,493
Judicial Administration	2,124,164
Public Safety	16,076,318
General Services	3,264,071
Health & Welfare	4,335,507
Culture & Leisure	1,154,829
Community Development	2,186,876
Debt Service & Other	3,797,515
Transfers	<u>26,100,000</u>

Subtotal General Fund	65,419,773
CIP Reserve Transfer	4,271,000
School Operating Fund:	
Instruction	22,833,464
Administration, Attendance & Health	2,231,213
Pupil Transportation	2,592,730
Operation and Maintenance	2,737,288
Technology	<u>2,261,881</u>
School Operating Fund	32,656,576
Textbooks Fund	268,675
School Grants	3,383,142
School Cafeteria Fund	1,098,003
School Other Special Revenue Fund	248,510
Capital Improvements	46,766,819
Comprehensive Services	1,850,074
Countywide Utility	7,005,245
Countywide Utility - Capital	2,127,434
Tuckahoe Creek Debt	6,550,000

Sec. 2 The County Administrator is authorized to transfer unencumbered balances from one appropriation category to another within the General Fund. The County Administrator may transfer up to \$7,500.00 from the unencumbered appropriated balance of one appropriation category to another appropriation category. No more than one transfer may be made for the same item causing the need for a transfer, unless the total amount to be transferred for the item does not exceed \$7,500.00.

Sec. 3 The School Superintendent, with the approval of the School Board, is authorized to transfer up to \$7,500.00 from the unencumbered appropriated balance of one appropriation category of the School Operating Fund to another appropriation category. No more than one transfer may be made for the same item causing the need for a transfer, unless the total amount to be transferred for the item does not exceed \$7,500.00.

Sec. 4 The County Administrator and the School Superintendent are authorized to increase non-budgeted revenue that may occur during the fiscal year, as follows:

- a) Insurance recoveries received for damage to any County or School property, including vehicles, for which County or School funds have been expended to make repairs.
- b) Revenue not to exceed \$7,500.00.

Sec. 5 All outstanding encumbrances, both operating and capital, in all County funds at June 30, 2021 shall be an amendment to the adopted budget and shall be reappropriated for

the 2022 fiscal year to the same department and account for which they were encumbered in the previous fiscal year.

Sec. 6 At the close of the fiscal year, all unencumbered appropriations shall lapse for budget items other than capital projects, and federal and state grants.

Sec. 7 The County Administrator and the School Superintendent are authorized to reduce revenue and expenditures related to programs, functions, or departments funded in whole or in part by the Commonwealth of Virginia or the federal government, to the level approved by the responsible state or federal agency.

Sec. 8 The Director of Financial Services is authorized to make transfers to various funds for which there are transfers budgeted. The Director shall transfer funds only as needed up to amounts budgeted, or in accordance with any existing bond resolutions that specify the manner in which transfers should be made.

Adopted this 20<sup>th</sup> day of April 2021.

A COPY ATTEST:

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Kenneth A. Young, County Administrator  
Goochland County Board of Supervisors

# Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred, not when cash is received or spent.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Ad Valorem:** A tax levied in proportion to value of the property against which it is levied.

**Adopted Budget:** A plan of financial operations approved by the Board of Supervisors highlighting major changes made to the County Administrator's Advertised Fiscal Plan. The Adopted Budget reflects approved tax rates and estimates of revenues, expenditures, transfers and departmental goals, objectives, performance measures, and initiatives.

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Asset:** Resources owned or held by a government, which have monetary value.

**Assigned Fund Balance:** For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. Amount reported as assigned should not result in a deficit in unassigned fund balance.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Authorized Positions:** Employee full-time permanent positions, which are authorized in the Adopted Budget, to be filled during the fiscal year.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Balanced Budget:** A term used to describe a budget in which total revenues equal total expenditures, reserves, and unassigned fund balance for a given time period.

**Basis of Accounting:** The timing of recognition of transactions or events for financial statement reporting purposes. Goochland County either uses the accrual or modified accrual basis of accounting, as appropriate for each fund type or activity, in accordance with the US generally accepted accounting principles (GAAP) applicable to governmental units.

**Basis of Budgeting:** The method used to determine when revenues and expenditures are recognized for budgetary purposes. Goochland County's budget is presented on the same basis as that used for financial statement reporting purposes; however the budget is presented using a different perspective than the financial statement presentation and requires a budget to GAAP reconciliation for financial statement reporting.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Biennial Financial Plan:** A two-year financial and operational plan used for planning. Provided to residents, elected officials, and interested parties for informational purposes.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**BPOL:** Business, Professional, and Occupational License Refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the county.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Budgetary Control :** The control or management of a government or enterprise in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**CAFR:** Comprehensive Annual Financial Report - a report compiled annually which provides detailed information on an organization's financial status at year end.

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Capital Improvement Program (CIP):** A plan of acquisition, development, enhancement or replacement of public facilities and/or infrastructure to serve the County citizenry. The CIP is a reflection of the physical development policies of the County and typically encompasses a five-year or six-year period and includes projects in excess of \$50,000.

**Capital Projects Fund:** Used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlay, including the acquisition or construction of capital facilities and other capital assets.

**Carryover Funds:** Unexpended funds from the previous fiscal year that may be used to cover expenses in the current fiscal year.

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Committed Fund Balance:** Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.

**Comprehensive Plan:** A long-term plan to control and direct the use and development of property in the County. It is also used to make strategic decisions regarding water and wastewater lines, infrastructure, and roads.

**Constitutional Officers:** Elected officials whose positions are established by the Constitution of the Commonwealth or its statutes. (Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff, and Treasurer).

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Contingency:** A budgetary assignment established for emergencies or unforeseen expenditures.

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Ratios:** Comparative statistics showing the relationship between an entity's outstanding debt and factors such as its tax base, income, or population. Such ratios often are used to assess the credit quality of an entity's bond.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Deficit:** The excess of expenditures over revenues during a single accounting period.

**Department:** An organizational unit of government functionally unique in its delivery of service.

**Depreciation:** The decrease in value of physical assets due to use and the passage of time.

**Disbursement:** Payments made in cash.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Expenditure Line Item:** An expenditure classification referring to the lowest and most detailed level of classification, such as utility charges, office supplies, and furniture.

**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Fiscal Year:** The period of time used by the county for budgeting and accounting purposes. Goochland County uses the twelve-month period beginning on July 1st and ending June 30th.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Fringe Benefits:** Contributions made by the county for its share of personnel costs for Social Security, pension, medical, and life insurance plans.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Full-time Equivalent (FTE) :** Number of staff members, including full-time and part-time employees.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance:** The amount of spendable resources remaining restricted, committed, assigned, or unassigned in a fund at a specific point in time.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Governing Body:** A board, committee, commission, or other executive or policymaking body of a municipality or school district.

**Governmental Fund:** There are three groups of funds for which financial statements are prepared—governmental, proprietary, and fiduciary. Proprietary funds are employed to report on activities financed primarily by revenues generated by the activities themselves, such as a municipal utility. Fiduciary funds contain resources held by a government but belonging to individuals or entities other than the government. A prime example is a trust fund for a public employee pension plan. Governmental funds account for everything else.

**Grant:** Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Infrastructure :** Public domain fixed assets such as roads, bridges, drainage systems, lighting systems, and similar assets that are immovable and are only of value to the governmental unit.

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Interfund Transfers:** The movement of monies between funds of the same governmental entity. These do not include loans, quasi-external transactions, or reimbursements.

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Levy:** To impose taxes, special assessments or service charges for the support of government activities.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Liquidity:** The ability to meet short-term expenditures promptly using cash on hand or by converting an investment to cash with minimum risk to principal or accrued interest.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Long-Term Debt:** Debt that has a maturity of more than one year from date of issuance.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Mission Statement:** A written description stating the purpose of an organizational unit (department or agency) and its function.

**Modified Accrual:** A basis of accounting in which revenues are recorded when susceptible to accrual, i.e. both measurable and available to finance expenditures of the fiscal period.

**Multi-Year Funds:** Funds that maintain prior year appropriations and actual revenues and expenditures in addition to current fiscal year information. Multi-year funds are used for federal/state grant programs and most major capital projects/programs where financial information specific to a particular program or project is normally spread over two or more years. In these funds, once revenues and expenditures have been appropriated, they do not lapse at the end of the fiscal year. Therefore, it is not necessary to re-appropriate remaining balances at the start of each year.

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

**Obligation:** An amount the County is legally required to satisfy through use of its resources, including liabilities and unliquidated encumbrances.

**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Operating Revenue:** Funds that the County receives as income to pay ongoing operations, such as taxes, fees for specific services, interest earnings and grant revenues.

**Ordinance:** A formal legislative enactment by the governing body of a municipality. If not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality.

**Other Financing Sources:** Non-operating revenue received to assist with financing County operations such as recoveries, gifts/donations, and the sale of surplus fixed assets.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Pay as You Go Approach:** The procurement of capital assets with available cash reserves.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Performance Measure:** Data collected to determine how effective or efficient a program is in achieving its goals and objectives.

**Personal Property:** A category of property, other than real estate, identified for purposes of taxation. It includes resident-owned items, corporate property, and business equipment. Examples of personal property include automobiles, motorcycles, trailers, boats, airplanes, business furnishings, and manufacturing equipment.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Proffer :** Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Property Tax Rate:** The dollar amount applied to the assessed value of various categories of property used to calculate the amount of taxes to be collected. The tax rate is usually expressed as an amount per \$100 of assessed valuation.

**Proprietary Fund:** A fund category used to account for the business-type activities within a government.

**Purchased Services:** The cost of services that are provided by a vendor.

**Real Property :** Real estate, including land and improvements (building, fencing, paving) classified for purposes of tax assessment.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserve:** Budgetary terminology used by the County to indicate the portion of fund balance that is either restricted, committed, or assigned.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Resolution:** An order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources:** Amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue:** A source of income that provides an increase in net financial resources, and is used to fund expenditures. Budgeted revenue is categorized according to its source, such as local, state, federal or other financing sources.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

**Special Revenue Fund:** A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specific purpose such as grants for specific programs.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Statute :** A written law enacted by a duly organized and constituted legislative body.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tax Base:** The total property valuations on which each taxing authority levies its tax rates.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of all people.

**Technology Plan:** Plan to enhance the County's technological capabilities and service delivery through upgrades or replacement of existing software and hardware, including implementation costs. This three-year program is updated each year in concert with the Information Systems budget.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is

established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Unassigned Fund Balance:** For the general fund, amounts not classified as nonspendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unencumbered Balance:** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future expenses.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**User Charges:** The payment of a fee for direct receipt of a public service by the party who benefits from the service.: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.